

CHANGE REQUEST COVER SHEET

Change Request Number: 10-96

Date Received: 7/30/2010

Title: Source Selection Guide Revisions

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Policy OR Guidance: Guidance

Section/Text Location Affected: T3.2.2 Appendix 1

Summary of Change: Changes to Section 1.7 of the Guide related to the optional assignment of offeror code names, as well as various editorial changes

Reason for Change: The assignment of offeror code names assists in protecting proprietary and source selection sensitive information as well as lending support to the objectivity of the Source Selection Official (SSO) decision in competitive acquisitions. The editorial changes are to improve readability.

Development, Review, and/or Concurrence: Acquisition Policy Division; Legal; and Contracting Organizations at FAA HQ, Centers, and Regions (ARC)

Target Audience: Program Offices and Contracting workforce

Potential Links within FAST for the Change: None

Briefing Planned: No

ASAG Responsibilities: None

Potential Links within FAST for the Change: None

Links for New/Modified Forms (or) Documents (LINK 1) [null](#)

Links for New/Modified Forms (or) Documents (LINK 2) [null](#)

Links for New/Modified Forms (or) Documents (LINK 3) [null](#)

SECTIONS EDITED:

Procurement Guidance:

T3.2.2 - Source Selection

Appendix

Section 1 : Source Selection Guide [\[Old Content\]](#)[\[New Content\]](#) [\[RedLine Content\]](#)

SECTIONS EDITED:

Section 1 : Source Selection Guide

Old Content: Procurement Guidance:

T3.2.2 - Source Selection

Appendix

Section 1 : Source Selection Guide

1: Source Selection Guide

1.1 : Introduction

a. *Purpose.* AMS Policy Section 3 outlines requirements for source selection. This guide contains additional information about processes and techniques for conducting a competitive source selection. Using the processes in this guide depends on the circumstances of the procurement, such as complexity, dollar value, and resources available. You should apply prudent business judgment to tailor processes to fit the circumstances.

b. *Definitions:*

- Best Value - A term used during procurement source selection to describe the solution that is the most advantageous to the FAA, based on the evaluation of price and other factors specified by FAA.
- Communications - Any oral or written communication between the FAA and offerors about the aspects of the procurement, including the offerors' submittals/proposals. Communications may start in the planning phase and continue through contract award.
- Market survey - Any method used to survey industry to obtain information and comments and to determine competition, capabilities, and estimate costs.
- Procurement Integrity - Personnel who are involved in a source selection are subject to the requirements of the Procurement Integrity Act (See T3.1.8, Appendix 1). This Act and other similar statutes and regulations impose stringent requirements related to safeguarding of source selection information, contractor bid or proposal information and other integrity issues. Violation of these requirements could result in civil and/or criminal penalties.
- Qualification information - Qualifies vendors and establishes qualified vendor lists (QVLs) for multiple FAA procurements.
- Request for Offer - A request for offer is a request for an offeror to formally commit to provide the products or services required by the acquisition under stated terms and

conditions.

- Screening - The process of evaluating offeror submittals to determine either which offerors/products are qualified to meet a specific type of supply or service requirement, which offerors are most likely to receive award, or which offerors provide the best value to the FAA.
- Screening decision - The narrowing of the number of offerors participating in the source selection process to only those offerors most likely to receive award.
- Screening information request (SIR) - Any request made by the FAA for documentation, information, or offer for the purpose of screening to determine which offeror provides the best value solution for a particular procurement.
- Selection decision - The determination by the Source Selection Official to make an award to the offeror providing the best value to the FAA.
- Service organization - A service organization is any organization that manages investment resources regardless of appropriation to deliver services. It may be a service unit, program office, or directorate.
- Source Selection Official (SSO) - The service or product team lead or Director (or equivalent position) of the requiring organization is the SSO for the procurement under an investment program subject to the Joint Resources Council (JRC) process (unless the JRC otherwise designates an SSO). In these formal source selections, the Contracting Officer (CO) serves as a business advisor to the SSO. For procurements not subject to the JRC investment-decision process, the Contracting Officer is the SSO.

c. Procurement Integrity. Personnel who are involved in a source selection are subject to the requirements of the Procurement Integrity Act. This Act and other similar statutes and regulations impose stringent requirements for safeguarding source selection information, contractor bid or proposal information and other integrity issues. Violation of these requirements could result in civil and/or criminal penalties. Become familiar with the prohibitions and certification requirements of the Act and similar statutes and regulations that may pertain to your specific acquisition. Direct questions and/or issues regarding procurement integrity policy and regulations to the legal counsel assigned to the source selection. All personnel involved in the source selection process are responsible for maintaining the integrity of the procurement. See 1.10.1, Security Considerations, for safeguards that you should consider taking to ensure the integrity of your source selection.

1.2 : Getting Started

a. Conducting Procurement Planning. The FAA coordinates and integrates the efforts of all personnel responsible for a procurement through a comprehensive procurement plan. The purpose of the plan is to satisfy FAA's needs in the most effective, economical and timely manner and should address how FAA will manage the procurement. Procurement planning should start when FAA identifies a need for supplies and/or services.

b. Performing Market Research. Market research is the first step in procurement planning and is essential to designing a procurement strategy and identifying candidate evaluation criteria. It is the process of collecting and analyzing information about capabilities within the market that can satisfy FAA's needs. Market research is key to determining whether a commercial item can

meet FAA's needs and to identifying associated commercial practices. Market research will significantly influence the development of the Performance Work Statement, the selection of evaluation factors, contracting and source selection methods, and amount and type of information requested in a SIR. The extent of market research and the degree to which you should document the results will vary depending on such factors as urgency, estimated dollar value, complexity, and past experience. In some cases, one person will be able to conduct all of the required market research. In other cases, a team effort is appropriate.

c. Examples of Market Research Techniques.

- Use general sources of information available from the market place, Government sources, and the Internet;
- Contact knowledgeable individuals regarding market capabilities and business Practices;
- Review the results of recent market research;
- Query Government and/or commercial databases;
- Publish formal requests for information in appropriate technical or scientific journals or business publications;
- Conduct interchange meetings or hold pre-submittal conferences;
- Participate in interactive, on-line communication; and
- Review catalogs and product literature.

For more information, see T3.2.1.2, Market Research and Analysis.

d. Selecting the Evaluation Methodology. One of the first steps in designing a procurement strategy is to determine the most effective evaluation methodology to use. In many procurements, it is in the FAA's best interest to consider award to other than the lowest price offeror. Under this process, you evaluate both cost (or price) and non-cost factors and award the contract to the offeror proposing the combination of factors that represents the best value based on the evaluation criteria. Consider the non-cost strengths and weaknesses, risks, and the cost (or price) offered in each proposal. The source selection official (SSO) will select the successful offeror by applying his/her business judgment to determine the proposal that represents the best value to the FAA. Low priced, technically acceptable may be best value when the FAA would not realize any value from a proposal exceeding the FAA's minimum technical requirements. In such a case, you may establish certain standards that a proposal must meet to be considered technically acceptable. The award must then be made to the lowest price, technically acceptable offeror. In such a scenario, a proposal would not receive any additional credit for exceeding the established standards.

e. Establishing the Source Evaluation Team (SET).

- *Overview.* Source evaluation should be a multi-disciplined team effort. The team should include representatives from appropriate functional areas such as contracting, technical, logistics, legal, program management, and user organizations. The size and composition of the SET will vary depending upon the

requirements of each acquisition. Whether the team is large or small, it should be structured to ensure teamwork, unity of purpose, and appropriate open communication among the team members throughout the process.

- *Key Members of the Team.* In addition to the SSO, and the CO if the CO is not the SSO (see the distinction in the definition of the SSO at 1.1.c. above), legal counsel, small business advisors, and technical experts may serve as SSO advisors. If nongovernmental advisors are part of the team, the SIR should include notice of nongovernmental participation.

- *Roles and Responsibilities of the Source Selection Official and Source Evaluation Team.*

Source Selection Official. The SSO will:

- a. Ensure the proper conduct of the source selection process and make the final source selection decision.
- b. Ensure that the evaluation plan and evaluation criteria are consistent with the requirements of the SIR and applicable policy.
- c. Concur with the release of the solicitation.
- d. Establish the SET and approve the evaluation plan.
- e. Ensure that personnel with the requisite skills, expertise, and experience to execute the evaluation plan are appointed to the SET.
- f. Approve the downselect determinations.
- g. Ensure that conflicts of interest, or the appearance thereof, are avoided.
- h. Ensure that premature or unauthorized disclosure of source selection information is avoided.
- i. Ensure that the source selection process is conducted in accordance with applicable policy, laws and regulations.
- j. Select the successful offeror and ensure that supporting rationale is documented in before contract award.

Source Evaluation Team. The Team will:

- a. Conduct a comprehensive review and evaluation of proposals against the SIR(s) requirement and the approved evaluation criteria.
- b. Draft all SIRs.
- c. Select advisors to the team, as necessary.

- d. Ensure an in-depth review and evaluation of each SIR.
- e. Prepare and submit the team evaluation reports to the SSO.
- f. Brief the SSO, as requested.
- g. Respond to special instructions from the SSO.
- h. Prepare the necessary items for negotiation.
- i. Provide information for debriefings of unsuccessful offerors.
- j. Prepare a lessons learned memorandum after completing the source selection.

Contracting Officer. The Contracting Officer will:

- a. Serve as the SSO in most instances (see SSO definition).
- b. Act as the business advisor to the SSO and SET.
- c. Coordinate communications with industry and control written documentation issued to industry.
- d. Participate during screening, selection, and debriefing phases of source selection to ensure fair treatment of all offerors.
- e. Issue letters, public announcements, SIRs, SIR amendments and other procurement documents.
- f. Chair all required debriefings.

Also see T3.2.2.A.7, Source Selection Team responsibilities

• *Administrative Support Considerations.* A successful source selection requires careful planning of the administrative requirements needed to support the SSO. Each acquisition will vary in terms of the administrative support requirements; however, the following checklist contains some potential requirements:

- Adequate facilities (to include space for the evaluators and related meetings and

for discussions with offerors): Consider whether the facilities are of an adequate size, capable of segregating committees, comfortable, properly furnished, secure, disabled accessible, and close to support services such as copiers, restrooms, and eating facilities.

- Security controls, such as identification badges and access control

- Secure storage space for proposals and source selection materials
- Appropriate computer hardware and software and related support
- Adequate telephones, facsimile machines, copiers and/or printing services located in secure areas and Audio/ Video Teleconferencing capabilities that can be secured.
- Adequate office supplies
- Lodging and transportation for personnel on temporary duty.

1.3 : Evaluation Plan

a. *Purpose.* The evaluation plan is a required and vital planning document that identifies the goals of the acquisition and describes how to evaluate vendor responses to a SIR and select the winning offeror(s).

b. *Format.* Use prudent business judgment to tailor the size and detail of your evaluation plan based upon the complexity of the acquisition. At a minimum, it should address:

- SSO and SET members;
- The proposed evaluation factors and subfactors, their relative importance, and associated standards (Section M);
- Other information related to the source selection.

c. *Access to Plan.* The plan is source selection information. You must not disclose source selection information to any person not authorized to receive the information. Normally, only SET members and personnel from the responsible contracting activity with a need to know are authorized access to the plan. The SSO must approve access to anyone outside the SET and the recipient(s) must sign a non-disclosure agreement.

d. *Evaluation Plan for Services.* Generating the evaluation plan for a services type Source Selection offers some unique challenges to organizations and to the SSO conducting the evaluation. As with all source selections, organizations should take great care in providing qualified personnel to the SSO, knowledgeable in the types of services being acquired.

Also see AMS 3.2.2.3.1.2.3, Receipt/Evaluation of Submittals

1.4 : Screening Information Request (SIR)

a. *Purpose.* The FAA obtains offers from vendors through the issuance of a SIR. The SIR includes information necessary for the offerors to understand what the FAA is buying, what information FAA must provide, and how vendor responses to the SIR will be evaluated. The success of a procurement is directly linked to the quality of the SIR. A well-written SIR will:

- facilitate a fair competition,
- limit criteria to discriminators that add value,
- clearly detail information required from vendors

- clearly identify the evaluation and award criteria,
- convey a clear understanding of FAA's requirements.

b. *The SIR Process.* For a given procurement, the FAA may make a selection decision after one SIR, or the FAA may have a series of SIRs (with a screening decision after each one) to arrive at the selection decision. This will depend on the types of products and services to be acquired and the specific source selection approach chosen by the service organization. Generally, when multiple SIRs are contemplated, the initial SIR should request general information, and future SIRs should request successively more specific information. Initial SIRs need not state firm requirements, thus allowing the FAA to convey its needs to offerors in the form of desired features, or other appropriate means. However, firm requirements ultimately will be established in all contracts.

c. *SIR Contents.* Each SIR should contain the following information:

- Paper Reduction Act number OMB No. 2120-0595 on the cover page,
- A statement identifying the purpose of the SIR (request for information, request for offer, establishment of a QVL and screening),
- A definition of need,
- A request for specific information (with specific page and time limitations, if applicable),
- A closing date stating when submittals must be received in order to be considered or evaluated,
- Evaluation criteria (and relative importance, if applicable),
- A statement informing offerors how communications with them will be conducted during the screening, and
- An evaluation/procurement schedule (including revisions, as required).

d. *Categories of SIRs.*

- *Qualification Information.* Qualification information, used to qualify vendors and establish qualified vendor lists (QVLs), should be requested only if it is intended that the resultant QVL will be used for multiple FAA procurements. Qualification information screens for those vendors that meet the FAA's stated minimum capabilities/requirements to be qualified to provide a given product or service. All vendors that meet the FAA's qualification requirements will be listed on the appropriate QVL for the stated products or services. Once qualification information is requested, received, and evaluated in accordance with the evaluation plan, a QVL will be established for the given product/service. See T3.2.2.3., Complex and Noncommercial Source Selection, for more information on QVLs.
- *Screening Information.* Screening information allows the FAA to determine which offeror(s) are most likely to receive the award, and ultimately which offeror(s) will

provide the FAA with the best value. The screening information requested in the SIR should focus on information that directly relates to the key discriminators for the procurement.

- *Request for Offer.* A request for offer is a request for an offeror to formally commit to provide the products or services required by the acquisition under stated terms and conditions. The response to the request for offer is a binding offer, which is intended to become a binding contract if/when it is signed by the CO. The request for offer may take the form of a SIR, a proposed contract, or a purchase order.

e. *Changes in SIR Requirements.* If, after release of a SIR, there is a change in the FAA's requirement(s), all offerors competing at that stage should be advised of the change(s) and afforded an opportunity to update their submittals accordingly. The SSO has authority to waive a requirement at any time after release of a SIR, without notifying other offerors where the SIR states that offeror specific waiver requests will be considered, and the waiver does not affect a significant requirement that changes the essential character or conditions of the procurement.

f. *Common Problems.*

- *Inconsistency Between the SIR and Related Documents* - It is critical that there be alignment between the SIR and related documents. It is particularly important that there be consistency between the evaluation plan and the SIR.

- *Inconsistency Within the SIR* - Particularly troublesome are inconsistencies between the descriptions of the FAA's requirements, instructions on how to prepare a proposal, and information related to the evaluation factors and sub-factors. These inconsistencies may result from different groups of people developing the different SIR sections without proper coordination. Such inconsistencies can result in less advantageous offers, necessitate changes to the SIR, cause delays in the acquisition, lead to offerors losing confidence in the process, or result in litigation.

- *Requesting Too Much Information from Vendors* - The instructions for preparing and submitting proposals are critical to an acquisition. There is a link between SIR requirements and objectives, each evaluation factor and subfactor and the SIR preparation instructions. Request only the essential information needed to evaluate SIRs against the evaluation factors and subfactors. Do not ask for information you do not intend to evaluate. Instructions that require voluminous information can cause potential offerors to forego responding to the solicitation in favor of a less costly business opportunity. Furthermore, excessively large proposals may increase the time and costs associated with performing the evaluation. Proposal page

limitations are encouraged, but need to be clearly defined and tailored to the needs of the acquisition. Focus exclusively on discriminators. Failure to do so compromises the ability to identify the best proposal.

- *Unnecessary Use of Design Requirements* - The way you present the FAA's requirements in the SIR can have a significant impact on a source selection using the tradeoff process. Use of detailed design requirements or overly prescriptive statements of work severely limit the offerors' flexibility to propose their best solutions. Instead, you should use functional or performance-based requirements to the extent practicable. While it may be more difficult to develop evaluation criteria and conduct the evaluation process using this approach, the benefits warrant it. These benefits include increased competition, access to the best commercial technology, better technical solutions, and fewer situations for protests.

g. Ways to Improve the SIR

- A multi-disciplined team should develop the SIR. The members should be stakeholders in the acquisition and should continuously coordinate with each other to ensure consistency of the document.
- Promote understanding of the FAA's requirements through communications with industry. This can be accomplished through use of various communication forums such as Contract Opportunities notices, briefings for industry, one-on-one meetings or conferences with potential offerors.
- Information technology facilitates distribution of the SIR and associated documents.
- Depending on your requirements, you may find it beneficial to use oral presentations (See 1.11).

1.5 Communications with Offerors

a. Policy Overview. Communications with all potential offerors should take place throughout the source selection process. During the screening, selection, and debriefing phases of source selection, communications are coordinated with the Contracting Officer. All SIRs should clearly inform offerors how communications will be handled during the initial screening phase.

b. The purpose of communications is to ensure there are mutual understandings between the FAA and the offerors about all aspects of the procurement, including the offerors' submittals/proposals. Information disclosed as a result of oral or written communication with an offeror may be considered in the evaluation of an offeror's submittal(s).

To ensure that offerors fully understand the intent of the SIR (and the FAA's needs stated therein) the FAA may hold a pre-submittal conference and/or one-on-one meetings with

individual offerors. One-on-one communications may continue throughout the process, as required, at the discretion of the service organization. Communications with one offeror do not necessitate communications with other offerors, since communications will be offeror-specific. Regardless of the varying level of communications with individual offerors, the CO should ensure that such communications do not afford any offeror an unfair competitive advantage. During these and future communications, as applicable, the FAA should encourage offerors to provide suggestions about all aspects of the procurement (AMS 3.2.2.3.1.2.2).

c. Communications may necessitate changes in the FAA's requirements or screening information request (see AMS 3.2.2.3.1.2.4.). Where communications do not result in any changes in the FAA's requirements, the FAA is not required to request or accept offeror revisions. The use of technical transfusion is always prohibited. Technical leveling, and auctioning techniques are prohibited, except in the use of non-complex competition techniques (see AMS 3.2.2.5.3).

1.6 Evaluation Factors and Subfactors, Weights, Numerical and Adjectival Ratings

a. Evaluation Factors and Subfactors

(1) *Overview.* You must place the evaluation factors and subfactors from the evaluation plan into Section M (or equivalent) of the SIR. You will use the factors and subfactors to select the response that represents the best value to the FAA. The factors and sub-factors give the offerors an insight into the significant considerations that you will use in selecting the best value offer and help them to understand the source selection process. Selecting the correct evaluation factors and subfactors is the most important decision in the evaluation process. Structure the evaluation factors and subfactors and their relative importance to clearly reflect the needs of your acquisition.

(2) Factors and subfactors :

- Are definable and measurable in readily understood quantitative and/or qualitative terms,
- Represent the key areas of importance and emphasis to be considered in the source selection decision, and
- Are limited to the essential elements that will enable you to distinguish among the information/offers; i.e., will be true discriminators.

(3) *Structure of Evaluation Factors.* Common evaluation factors are cost (or price), technical, past performance, and small business participation. Additionally, as appropriate, you may have other evaluation factors and/or may use one or more levels of subfactors.

(4) Steps Involved in Formulating Evaluation Factors and Subfactors

- Conduct market research as a starting point for development of criteria in order to maximize competition.
- Brainstorm critical factors and subfactors.
- Identify key discriminators.
- Define the discriminators as evaluation factors and subfactors and their relative order of importance.
- Assess feedback during SIR(s)

(5) Evaluation Weights. You must assign relative importance to each evaluation factor and subfactor. Tailor the relative importance to your specific requirements. Use priority statements to express the relative importance of the evaluation factors and subfactors. Priority statements relate one evaluation factor (or subfactor) to each of the other evaluation factors (or subfactors).

(6) Sample Priority Statement. “Technical is the most important factor and is more important than all of the remaining factors combined. Technical is significantly more important than Past Performance. The Past Performance Factor is more important than the Cost Factor and the Small Business Participation Factor combined. The Cost Factor is more important than the Small Business Participation Factor.”

b. Numerical and Adjectival Ratings. When using the tradeoff process, you evaluate the non-cost portion(s) of the offer and associated performance and proposal risks using numerical or adjectival ratings . The success of an evaluation is not so much dependent upon the type(s) of ratings used, but rather on the consistency with which the evaluators use them. For this reason, adjectival ratings must include definitions for each rating so that the evaluators have a common understanding of how to apply them.

c. Result of Proposal Evaluation. At the end of an evaluation, the result must be that each factor and sub-factor are evaluated, the merits and risks of a proposal are documented and numerical or adjectival ratings, when appropriate, are assigned.

1.7 The Evaluation Process

a. Overview. The SET will perform an in-depth, systematic evaluation of the evaluation factors and subfactors set forth in the SIR(s). Using the evaluation factors and subfactors will facilitate an equitable, impartial, and comprehensive evaluation against the SIR(s). While the specific evaluation processes and tasks will vary, the basic objective remains constant -- to provide the SSO with information to make an informed and reasoned selection. Towards this end, the

evaluators will identify deficiencies, strengths, and weaknesses. It is imperative that there be an orderly method for the identification, reporting, and tracking deficiencies, strengths, and weaknesses. Using evaluation forms can ease the administrative burden associated with these tasks. Whatever method you use, it is important that you support the evaluation findings with narrative statements. All evaluations must be documented. Ratings alone are not conclusive data upon which to make a source selection decision. Also, all determinations relating to changes in requirements after release of the SIR must be documented in the evaluation report.

b. Conduct Pre-proposal Training. Prior to receipt of proposals, each evaluator should become familiar with all pertinent documents; e.g., the SIR, evaluation plan, and ratings. You should conduct training that includes an overview of these documents and the source selection process, with training on how to properly document each proposal's strengths, weaknesses, deficiencies and risks. Training should match the contents of this guide and should also include ethics training and the protection of source selection information. This training is especially crucial when there are evaluators with no prior experience. When using the tradeoff process, identification of strengths, weaknesses, risks, and deficiencies is crucial because: The Contracting Officer will consider these items when determining the next step in the source selection process. They provide the framework for any resultant deliberations and debriefings. Specific information on the relative strengths and weaknesses is the basis for tradeoff analysis and the source selection decision. Proposals containing deficiencies are ineligible for award unless the deficiencies are resolved.

c. Past Performance Evaluations

The past performance evaluator(s) assess the performance risk associated with each proposal. The final assessment describes the degree of confidence you have in the offeror's probability/likelihood of successful contract performance based on that offeror's demonstrated record of performance under similar contracts. See T3.2.2.A.3.c. for guidance on evaluating past performance.

d. Cost (or Price) Evaluations

For fixed priced contracts, the evaluation can be as simple as consideration of adequate price competition and ensuring prices are fair and reasonable. Fixed priced contracts also should be evaluated as to their appropriateness (i.e., consider market prices, appropriate risk and the possibility of a "buy-in") as to what is being offered. For cost-reimbursement contracts, you analyze the offerors' estimated costs for both realism and reasonableness. The cost realism analysis enables you to determine each offeror's most probable cost of performance. This precludes an award decision based on an overly optimistic cost estimate. Additionally, whenever you perform cost analysis, you also perform profit or fee analysis. See T3.2.3 for guidance on cost and price methodology.

1.8 Selection and Award

a. Overview. After the evaluators complete their final evaluation, the results of the evaluation will be presented to the SSO. The SSO may either:

- Make a selection decision (see below);

- Make a screening decision by screening those offerors determined to be most likely to receive award, thus continuing the screening phase;
- Amend and re-open to initial offerors; or
- Cancel the procurement.

See AMS 3.2.2.3.1.2.5 for details on the SSO decision-making process.

b. *Presenting the Evaluation to the SSO.* The SET is responsible for preparing the documentation of the evaluation for presentation to the SSO. The SSO will use this documentation as an aid when making a decision based upon exercising prudent business judgment as to which proposal represents the "Best Value." At the request of the SSO, the SET can present the evaluation results by means of one or more briefings.

c. *The Source Selection Decision.* The SSO must document his/her rationale for selecting the successful offeror. The source selection decision document should explain how the successful proposal compared to other offerors' proposals based on the evaluation factors and subfactors in the solicitation and should discuss the judgment used in making tradeoffs. In the event that the SSO disagrees with a finding(s) of the SET, the SSO's rationale is part of the decision document. When the SSO determines that the best value proposal is other than the lowest-priced proposal, the decision document justifies paying a price premium regardless of the superiority of the proposal's non-cost rating. The justification clearly states what benefits or advantages the FAA is receiving for the added price and why it is in the FAA's interest to expend the additional funds. This justification is required even when the SIR indicates that non-cost factors are more important than cost (or price). The SSO should consult with legal counsel in review of the source selection decision document to assure that the decision clearly articulates the business judgment of the SSO.

d. *Awarding the Contract.* After the SSO signs the source selection decision document, the Contracting Officer will execute and distribute the contract(s). (Congressional notification may be required - see T3.13.1.A.3).

1.9 Award Notification and Debriefing of Offerors/Lessons Learned

a. *Overview.* The Contracting Officer notifies all offerors who participated in the competitive process that within three working days from receipt of award notification they may request a debriefing (AMS 3.2.2.3.1.4). Because each offeror puts considerable resources into preparing and submitting a proposal, fairness dictates that you promptly debrief offerors and explain why a proposal was unsuccessful. Timely and thorough debriefings increase competition, encourage offerors to continue to invest resources in the Government marketplace, and enhance the Government's relationship and credibility with industry.

b. *Purposes of a Debriefing.* A debriefing:

- Explains the rationale for the offeror's exclusion from the competition or non-selection for award;
- Instills confidence in the offeror that it was treated fairly;
- Assures the offeror that appropriately qualified personnel evaluated their proposal in accordance with the SIR and applicable laws and regulations;
- Identifies strengths and weaknesses in the offeror's proposal so the offeror can prepare better proposals in future FAA procurements;
- Reduces misunderstandings and reduces the risk of protests; and
- Gives the offeror an opportunity to provide feedback regarding the SIR process, communications, and the source selection.

A debriefing is not:

- A page-by-page analysis of the offeror's proposal;
- A point-by-point comparison of the proposals of the debriefed offeror and other offerors; or
- A debate or defense of the FAA's award decision or evaluation results.

The debriefing must not reveal any information prohibited from disclosure or exempt from release under the Freedom of Information Act.

c. Notification of Debriefing. You should inform the offeror of the scheduled debriefing date by electronic means with immediate acknowledgment requested. If the offeror requests a later date, you should require the offeror to acknowledge in writing that it was offered an earlier date, but requested the later date instead. This procedure will protect the FAA's interests if the offeror subsequently files a protest.

d. Debriefing Methods and Location. You debrief one unsuccessful offeror at a time. The Contracting Officer selects the method and location of the debriefing. Although face-to-face debriefings are frequently used, you may also conduct a debriefing by telephone or electronic means acceptable to the offeror and FAA. It may be burdensome for an offeror to attend in person and the needs of the offeror should be afforded due consideration. Likewise, if some of the FAA personnel are located at an installation other than where the debriefing will be conducted, they may participate by telephone or videoconference. You may provide an advance copy of the debriefing to the offeror and allow the offeror to provide written questions for the Government to review prior to the face-to-face, telephone, or video teleconference debriefing.

e. Attendees.

- *FAA Personnel.* The Contracting Officer chairs and controls the debriefing and selects FAA attendees. It is important for appropriate FAA personnel attend so that it is a meaningful debriefing. The Contracting Officer may rely on Source Evaluation Team to address specialized areas of the offerors' proposals. Legal counsel may participate in preparation of the

debriefing. Also, legal counsel should attend the debriefing when the offeror's legal counsel will attend. In the event there are indicators that a protest is likely, inform your legal counsel. However, the Contracting Officer must not deny a debriefing because a protest is threatened or has already been filed.

- *Debriefed Offeror Personnel.* The Contracting Officer should ask an offeror to identify all of the firm's individuals by name and position that will attend the debriefing. Normally, do not restrict the number of personnel the debriefed offeror may bring unless there are space limitations.

f. *Preparing for a Debriefing.* The extent of preparation necessary varies considerably with the complexity of each acquisition. Sometimes, merely preparing debriefing charts is sufficient. Other times, a written script and dry run rehearsals may be beneficial. Because debriefings are time sensitive, preparation may begin before proposal evaluation is complete. Source Evaluation Team members may assist in preparing debriefing materials. The Contracting Officer should brief all FAA personnel who will attend the debriefing on their roles during the debriefing.

g. *Handling Questions.* As a general rule, you should not answer questions "on the fly." Ideally you should get all questions in writing. Hold a caucus to formulate a response before providing an answer. At the end of the debriefing advise the offeror that the debriefing is officially concluded. At the discretion of the Contracting Officer, you may answer questions submitted by the offeror subsequent to the date on which the debriefing was conducted. However, in such cases, you must advise the offeror that the information is not considered part of the official debriefing (thereby not impacting the protest time period).

h. *Other Information to Ensure a Meaningful Debriefing.*

In a post-award debriefing, you disclose:

- The evaluation rating and significant strengths and weaknesses of the debriefed offeror's proposal.
- The debriefed offeror's total evaluated price/cost and the awardee's total evaluated price/cost.
- A general summary of the rationale for the award decision.

i. *Lessons Learned Memorandum.* A lessons learned memorandum is a valuable tool to relay its procurement experiences to other FAA acquisition personnel. The memorandum should highlight issues/processes that had a significant impact on the procurement. Changes that could be made to ensure a more comprehensive evaluation and/or more timely award should also be addressed.

1.10 Security and Personnel Considerations

1.10.1 Security Considerations

a. *Release of Source Selection Information.* The Procurement Integrity Act precludes individuals from knowingly disclosing source selection information and contractor bid or proposal information before award of a Federal contract to which the information relates. However, the SSO is authorized to approve release of source selection information to other authorized Government officials that have signed a non-disclosure statement providing the release would not jeopardize the integrity or successful completion of the procurement (when the release is after issuance of the solicitation, but prior to contract award).

b. *Security Briefing.* Ensure all attend a security briefing that emphasizes that each Source Evaluation Team member:

- Is responsible for security of the evaluation and proposal materials and other source selection and proprietary information related to the procurement;
- Should be knowledgeable of, and adhere to, governing security procedures and regulations;
- Will not discuss, communicate, or otherwise deal on matters related to the source selection with any individual not assigned to the SSO, or Contracting Officer, as applicable (see above), and then only within appropriately secure areas; and
- Will challenge the presence of any apparent unauthorized individual within the SET's physical location.

c. *Required Certificates and Reports.* Each Source Evaluation Team member (including support personnel) must sign a certificate(s) that addresses nondisclosure of information, conflicts of interest, and rules of conduct.

d. *Handling of Source Selection Materials.* Handle proposal and evaluation material in a manner consistent with "For Official Use Only" or, as appropriate, a higher security classification. Establish sufficient safeguards to protect the material whether it is in the possession of the Source Evaluation Team members or it is being disseminated, reproduced, transmitted, or stored. Additionally, establish appropriate procedures for disposal (e.g., shredding or burn bag disposal) of the material when it is no longer required. See T3.13.1.A.7 Records Retention, and FAA Order 1350.15C Records Organization, Transfer and Destruction Standards.

e. *Security of Physical Facilities.* In more complex source selections, you may need to establish procedures to ensure the security of the source selection physical facilities. These procedures may include:

- Requiring identification to access the area and requiring authorized visitors (e.g., maintenance/service personnel) to sign in and out;
- Ensuring access points to the facilities are either manned at all times by a representative of the Source Evaluation Team or are kept locked (with appropriate key or password control procedures);

- Approving visitors to the facilities; and
- Conducting security inspections and spot checks.

f. *Responsibilities.* All Source Evaluation Team members are responsible for the security of source selection information. In complex source selections, it may be beneficial to designate certain members of the Source Evaluation Team to oversee and/or perform security control functions. These duties may be collateral duties or full-time duties of the team member.

1.10.2 Personnel Considerations

a. *Experience, Education and Skills.* A key to selection of personnel is identification of the experience, education, and business and technical skills required of personnel at all levels of the Source Evaluation Team. Define the required skills and experience with enough flexibility to allow substitution of training for experience. Source selection training methods include formal classes, on-the-job training, study of available source selection documents, and briefings by people with source selection experience.

b. *Hierarchy of Source Selection Expertise*

- Look within own organization for expertise.
- Export key personnel to an organization with expertise in source selection to participate and learn.
- Hire contractor experts to augment the Source Evaluation Team assuring there is no organizational conflict of interest.
- If necessary bring in expertise from outside of own organization.
- If expertise does not exist then move acquisition elsewhere.

c. *Freedom from Bias or Conflict of Interest.* SSO members must not have any biases or conflicts of interest that would impact the source selection process. Financial interests in offerors and employment discussions with offerors are examples of conflicts of interests that would preclude an employee from participating in a source selection.

d. *Support Personnel.* Once you identify the primary evaluation team, determine if support personnel may be desired or required. Examples of such personnel are:

- Administrative assistant; secretarial support, administrative support (e.g., for briefing charts, evaluation worksheets, etc.),
- Security custodians and special security ("eyes only" messages) personnel,
- Librarian/document-control personnel,
- Reproduction support,
- Visual aids and/or video support personnel,
- Information technology support,
- Transportation support,
- Property support, and
- Budget personnel.

1.11 Oral Presentations

a. *Introduction.* Oral presentations (sometimes referred to as oral proposals) allow offerors to verbally present information that they would normally provide in writing. You can conduct oral presentations in person or via video teleconference. However, a videotaped presentation does not constitute an oral presentation because it does not represent a real-time exchange of information. Oral presentations may be beneficial in a variety of acquisitions. They are most useful when the requirements are clear and complete and are stated in performance or functional terms. Oral presentations are ideal for gathering information related to how qualified the offeror is to perform the work, how well the offeror understands the work, and how the offeror will approach the work.

b. *Scope of the Oral Presentation.* Before you can decide if oral presentations are appropriate for a given acquisition, you must select the evaluation factors and subfactors. Then decide whether the information you need to evaluate these criteria can be better presented orally or in writing or through a combination of both means. You cannot incorporate oral statements in the contract by reference, so any information you want to be made part of the contract needs to be submitted in writing. At a minimum, the offeror must submit certifications, representations, and a signed offer sheet (including any exceptions to the FAA's terms and conditions) in writing. Additionally, as a rule of thumb, the offeror must submit other hard data ("facts"), such as pricing or costing data and contractual commitments, as part of the written proposal. Oral presentations can convey information in such diverse areas as responses to sample tasks, understanding the requirements, experience, and relevancy of past performance. Require offerors to submit their briefing materials in advance of the presentations. This will allow FAA attendees an opportunity to review the materials and prepare any associated questions.

c. *Request for Proposal Information.* If oral presentations are appropriate, you must notify offerors in the SIR that the FAA will use oral presentations to evaluate and select the contractor. The proposal preparation instructions must contain explicit instructions and guidance regarding the extent and nature of the process that will be used. Discourage elaborate presentations since they may detract from the information being presented. At a minimum, include the following information in the SIR:

- The types of information the offeror must address during the oral presentations and how they relate to the evaluation criteria,
- The required format and content of the presentation charts and any supporting documentation,
- Any restrictions on the number of charts or the number of bullets per chart and how you will handle material that does not comply with these restrictions,
- The required submission date for the presentation charts and/or materials,
- The approximate timeframe when the oral presentations will be conducted and how you will determine the order of the offerors' presentations,
- Whether any rescheduling will be permitted if an offeror requests

- a change after the schedule has been established,
- The total amount of time each offeror will have to conduct their oral presentation,
 - Who must make the presentation and a requirement that the offeror provide a list of names and position titles of the presenters,
 - Whether the presentation will be video or audio taped,
 - The location of the presentation site and a description of the site and resources available to the offeror,
 - Any rules and/or prohibitions regarding equipment and media,
 - How you will treat documents or information referenced in the presentation material but never presented orally,
 - Any limitations on FAA-offeror interactions during and after the presentation,
 - Whether the presentation will constitute discussions,
 - Whether you will use the information in the oral presentation solely for source selection purposes or whether such information will become part of the contract (which will require a subsequent written submission of that information), and
 - Whether the offeror should include any cost (or price) data in the presentation.

d. *Timing and Sequencing.* Since preparing and presenting an oral presentation involves time and expense, you do not want to require offerors who are not likely to be serious candidates for award to have to conduct oral presentations. This can be an important consideration with small businesses. When this is a concern, establish the serious candidates for award prior to oral presentations and clearly articulate in the SIR the methodology for doing so. The Contracting Officer will often draw lots to determine the sequence of the offerors' presentations. The time between the first and the last presentation should be as short as possible to minimize any advantage to the offerors that present later.

e. *Time Limits.* Establish a total time limit for each offeror's presentation. It is not advisable to limit the time for individual topics or sections within the presentation; this detail is the presenter's responsibility. If you are planning a question and answer session, exclude it from the allotted time and set a separate time limit for it. There is no ideal amount of time to be allotted. Make this decision using prudent business judgment based upon the complexity of the acquisition and your own (or others') experience and lessons learned.

f. *Facility.* Usually you will want to conduct the presentations at a facility you can control. This helps guard against surprises and ensures a more level playing field. However, nothing precludes you from conducting an oral presentation at an offeror's facility. This may be more efficient if site visits or other demonstrations are part of the source selection. If you are using a Government-controlled facility, make it available for inspection and, if warranted, a practice session. Allowing offerors to get acquainted with the facility will help ensure that it does not detract from the presentation content.

g. *Recording the Presentations.* Having an exact record of the presentation could prove useful both during the evaluation process and in the event of a protest or litigation. You can record the oral presentations using a variety of media; e.g., videotapes, audio tapes, written transcripts, or a copy of the offeror's briefing slides or presentation notes. The SSO is responsible for determining the method and level of detail of the record. If you use videotaping, allow for the natural behavior of the presenters. If slides or view graphs are used, the camera should view both the podium and screen at the same time. Place the microphones so that all communications can be recorded clearly and at adequate volume. Every effort should be made to avoid letting the recording become the focus of the presentation. The recording, which is considered source selection information, will become part of the official record. Provide a copy to the offeror and seal and securely store the master copy of the recording to ensure there are no allegations of tampering in the event of a protest or court action.

h. *FAA Attendance.* The Contracting Officer should chair every presentation. All of the FAA personnel involved in evaluating the presentations should attend every presentation.

i. *Presenters.* The offeror's key personnel who will perform or personally direct the work being described should conduct their relevant portions of the presentations. Key personnel include project managers, task leaders, and other in-house staff of the offeror's or their prospective key subcontractors' organizations. This will avoid the oral presentation becoming the domain of a professional presenter, which would increase costs, detract from the advantages of oral presentations, and adversely affect small businesses.

j. *Reviewing the Ground Rules.* Prior to each presentation, the Contracting Officer should review the ground rules with the attendees. This includes discussing any restrictions on FAA-offeror information exchanges, information disclosure rules, documentation requirements, and housekeeping items. These ground rules should also be included in the solicitation. If you are using a quiz as part of your evaluation, the Contracting Officer needs to discuss the related ground rules. For example, can the offeror caucus or contact outside sources by cell phone before answering? Avoid too much control and regulation since it will inhibit the exchange of information. However, if you intend to avoid discussions, the Contracting Officer should control all exchanges during the presentation.

k. *Evaluation of Presentations.* Evaluations should be performed immediately after each presentation. Using preprinted evaluation forms will help the evaluators collect their thoughts and impressions. Remember, even if you use preprinted forms, evaluators have to provide the rationale for their conclusions.

New Content: Procurement Guidance:

T3.2.2 - Source Selection

Appendix

Section 1 : Source Selection Guide

1.1 Introduction

a. *Purpose.* AMS Policy Section 3.2.2 outlines requirements for source selection. This guide contains additional information about processes and techniques for conducting a competitive source selection. The Contracting Officer (CO) should use business judgment to tailor source selection based on factors such as complexity, dollar value, urgency, and resources available.

b. *Procurement Integrity.* The Procurement Integrity Act applies to personnel involved in source selection. This Act and other similar statutes and regulations impose stringent requirements for safeguarding source selection and contractor proposal information, and other integrity issues. There are civil and criminal penalties for violating these requirements. All personnel involved in the source selection process must maintain the integrity of the procurement, and should understand the prohibitions and certification requirements of the Act and similar statutes and regulations. Any questions or other issues regarding procurement integrity should be directed to legal counsel assigned to the source selection.

c. *Bias or Conflict of Interest.* Personnel involved in the source selection must not have any bias or conflict of interest that would impact the source selection. Financial interests in offerors or employment discussions with offerors are examples of conflicts of interests that would preclude an employee from participating in a source selection.

1.2 Getting Started

a. *Procurement Planning.* Procurement planning should start when FAA identifies a need for supplies or services. Early and effective planning helps ensure needs are satisfied with the right product or service and at the right time.

b. *Market Research.* Market research is the first step in procurement planning. It is the process of collecting and analyzing information about capabilities, products, services, or practices within the marketplace. Information from market research shapes a procurement strategy and other aspects of a procurement, such as the statement of work, evaluation factors, contract type, and the amount and type of information to be requested in a screening information request (SIR). The extent and degree to which you should document the results of market research varies, based on factors such as urgency, estimated dollar value, complexity, and past experience. In some cases, one person can conduct market research but for more complex requirements, a team effort may be appropriate. (See AMS Procurement Guidance T3.2.1.2, Market Research and Analysis, for more information)

c. *Source Evaluation Team (SET).* Source evaluation should be a multi-disciplined, team effort. As appropriate, the team should include representatives from functional areas such as contracting, program/technical, legal, logistics, and user organizations. The size and composition of the SET varies, depending on the nature of requirement. Whether the team is large or small, it should be structured to ensure teamwork, unity of purpose, and appropriate communication among the team members throughout the process. A key to selecting personnel is identifying experience, education, and business and technical skills required for the evaluation. Required skills and experience should be defined with enough flexibility to allow substitution of training for experience.

d. *Support Personnel.* Once the primary evaluation team is identified, additional support personnel may be desired or required. Examples of such personnel include administrative support, librarian/document-control personnel, and information technology support.

e. *Key Members and Responsibilities.*

(1) *Source Selection Official.* The SSO:

- Ensures the selection process is conducted properly and according to applicable policies and laws
- Establishes the SET and ensures the team has the skills, expertise, and experience to perform the evaluation
- Ensures actual or apparent conflicts of interest are avoided
- Ensures premature or unauthorized disclosure of source selection information is avoided
- Approves the evaluation criteria and plan, and ensures the SIR is consistent with both
- Concurs with the CO's decision to release the SIR (if the SSO is other than the CO)
- Makes down-select decisions
- Makes the final source selection decision for an award, and ensures the rationale is documented before contract award

(2) *Source Evaluation Team.* The team:

- Drafts evaluation criteria and plan
- Drafts SIRs and ensures an in-depth review of each SIR
- Selects advisors to the team, as necessary
- Conducts a comprehensive review and evaluation of proposals against SIR requirements and the approved evaluation criteria
- Prepares the necessary items for discussions with offerors, if applicable
- Prepares and submits the evaluation reports to the SSO
- Briefs the SSO, as requested
- Responds to special instructions from the SSO
- Provides information for debriefings of unsuccessful offerors
- Prepares a lessons learned memorandum after completing the source selection

(3) *Contracting Officer.* The CO:

- Serves as the SSO (unless otherwise designated)
- Acts as the business advisor to the SSO (if not the SSO)
- Coordinates and controls communications with vendors and issues written communication to vendors

- Participates during screening, selection, and debriefing phases of source selection to ensure fair treatment of all offerors
- Issues letters, public announcements, SIRs, SIR amendments and other procurement documents
- Chairs all required debriefings

f. *Advisors.* The CO serves as a business advisor to the SSO (if the CO is not the SSO). Additionally, legal counsel, technical experts, or small business specialists may advise the SSO. If non-Governmental advisors are part of the SET, the SIR must include notice about their participation in the evaluation. Non-Government advisors must not have any organizational conflict of interest.

g. *Required Certificates.* The SSO and each SET member (including support personnel and advisors) must sign nondisclosure of information and conflict of interest certificates.

h. *Administrative Considerations.* Each procurement varies, but administrative needs may include facilities for evaluators and discussions with offerors, securable storage space for source selection materials, and other items such as computers, special software, phones, copiers, etc..

i. *Handling Source Selection Information.*

(1) SET members must handle proposal and evaluation material in a manner consistent with “For Official Use Only” or, as appropriate, a higher security classification. The SET should establish sufficient safeguards to protect the material whether it is in their possession or it is being disseminated, reproduced, transmitted, or stored. Additionally, procedures should be established for proper disposal of the material when it is no longer required. (See AMS Procurement Guidance T3.13.1.A.7, Records Retention, and FAA Order 1350.15C Records Organization, Transfer and Destruction Standards).

(2) The Procurement Integrity Act precludes individuals from knowingly disclosing source selection information and contractor bid or proposal information before award of a contract to which the information relates. However, the SSO may authorize release of source selection information to other authorized Government personnel who have signed a non-disclosure statement, provided the release would not jeopardize the integrity or successful completion of the procurement (when the release is after the SIR is issued, but before contract award).

j. *Security Responsibilities.* All SET members are responsible for the security of source selection information. In complex source selections, it may be beneficial to designate members of the SET to oversee and perform security control functions. Security procedures may also be needed for the source selection physical facilities, such as a sign in and out log, identification to access the area, visitor (e.g., maintenance/service personnel) control, or key or card control access. A security briefing for the SET may be used to emphasize that each member:

- Is responsible for security of the evaluation and proposal materials and other source selection and proprietary information related to the procurement
- Is knowledgeable of, and will adhere to, governing security procedures and regulations
- Will not discuss, communicate, or otherwise deal on matters related to the source selection with any individual not assigned by the SSO, and then only within appropriately secure areas
- Will challenge any apparent unauthorized person within the physical location of the evaluation

1.3 Evaluation Plan and Selection Methodology

a. *Evaluation Plan.* The evaluation plan outlines the people, schedule, process, criteria and other information relevant to evaluating offeror responses to a SIR, and the basis for selecting an offeror for award. It is approved before receiving responses to a SIR requesting screening or qualification information. The evaluation plan is source selection sensitive information, so it must not be disclosed to anyone not authorized by the SSO to receive the information. The size and detail of the evaluation plan is based on the complexity of the procurement, but at a minimum it includes:

- Name of the SSO and SET members
- Evaluation factors, relative importance of factors, and standards for rating offerors against the factors (SIR section M)
- Basis for selection and award

b. *Selection Methodology.* Designing a procurement strategy includes an effective evaluation methodology. Depending on the circumstances, it may be in FAA's best interest to either:

(1) *Award to other than the lowest-priced offeror.* Under this method, both cost/price and non-cost/price factors are assessed based on the evaluation criteria, and the SSO selects the offeror proposing a combination of these factors representing the best value to FAA. The SSO considers non-cost strengths and weaknesses, risks, and cost/price for each offeror and applies business judgment to select the offeror representing the best value.

(2) *Award to the lowest-priced, technically acceptable offeror.* This method may be the best value when FAA would not realize any value from a proposal exceeding minimum technical requirements. The SIR establishes certain standards that an offeror must meet to be considered technically acceptable. An offeror does not receive any additional credit for exceeding the established standards. The award is then made to the lowest-priced, technically acceptable offeror.

1.4 Screening Information Request (SIR)

a. *Purpose.* The FAA obtains information and offers from vendors through a SIR. The SIR includes information necessary for offerors to understand what FAA is buying, what information

to provide, and how responses will be evaluated. The success of a procurement is directly linked to the quality of the SIR. A well-written SIR:

- Facilitates a fair competition
- Limits criteria to discriminators that add value
- Clearly details information required from vendors
- Clearly identifies evaluation and award criteria
- Conveys a clear understanding of FAA's requirements

b. *The SIR Process.* For a given procurement, FAA may make a selection decision after one SIR, or may have a series of SIRs (with a screening decision after each one) to arrive at the selection decision. This process depends on the types of products or services to be acquired and the specific source selection approach. Generally, when multiple SIRs are contemplated, the initial SIR should request general information, and subsequent SIRs should request successively more specific information. Initial SIRs need not state firm requirements, thus allowing FAA to convey its needs to offerors in the form of desired features, or other appropriate means. However, firm requirements ultimately are established in all contracts.

c. *SIR Contents.* Each SIR should contain the following information:

- Paper Reduction Act number on the cover page
- A statement identifying the purpose of the SIR (request for information, request for offer, establishment of a QVL or screening)
- A definition of need
- A request for specific information (with specific page and time limitations, if applicable)
- A closing date stating when submittals must be received in order to be considered or evaluated
- Evaluation criteria (and relative importance, if applicable)
- A statement informing offerors how communications with them will be conducted during the screening
- An evaluation/procurement schedule (including revisions, as required)

d. *Categories of SIRs.*

(1) *Qualification Information.* Qualification information, used to qualify vendors and establish qualified vendor lists (QVLs), should be requested when a resultant QVL will be used for multiple FAA procurements. Qualification information screens those vendors meeting FAA's stated minimum capabilities / requirements to provide a particular product or service. Once qualification information is requested, received, and evaluated according to the evaluation plan, a QVL is established for the given product/service and vendors meeting FAA's qualification requirements are listed on the QVL. (See AMS Procurement Guidance T3.2.2.3. for more information on QVLs.)

(2) *Screening Information.* Screening information allows FAA to determine which offeror(s) are most likely to receive the award, and ultimately which offeror(s) will

provide FAA with the best value. The screening information requested in the SIR should focus on information that directly relates to the key discriminators for the procurement.

(3) *Request for Offer.* A request for offer is a request for an offeror to formally commit to provide the products or services required by FAA under stated terms and conditions. The response to the request for offer is a binding offer, which is intended to become a binding contract if signed by the CO. The request for offer may take the form of a SIR, a proposed contract, or a purchase order.

e. *Changes in SIR Requirements.* If FAA's requirements change after release of a SIR, then all offerors competing at that stage should be advised of the change(s) and allowed to update their submittals accordingly. However, the SSO may waive a requirement at any time after release of a SIR, without notifying other offerors, if the SIR states offeror specific waiver requests will be considered, and the waiver does not affect a significant requirement that changes the essential character or conditions of the procurement.

f. *Common Problems.*

(1) *Inconsistency among the SIR and related documents.* It is critical for the SIR and related documents to be aligned. It is particularly important for the evaluation plan and the SIR to be consistent.

(2) *Inconsistency Within the SIR.* It is important to avoid inconsistencies between the description of FAA's requirements, instructions on how to prepare a proposal, and information related to the evaluation factors. These inconsistencies may be caused by different groups of people developing the different SIR sections without proper coordination. Such inconsistencies can result in less advantageous offers, necessitate changes to the SIR, cause delays, lead to offerors losing confidence in the process, or result in litigation.

(3) *Requesting Too Much Information from Vendors.* The instructions for preparing and submitting proposals should focus on requesting only information necessary for the evaluation. The SIR requirements, each evaluation factor and subfactor, and the SIR preparation instructions should be linked. Request only the essential information needed to evaluate SIRs against the evaluation factors and subfactors and do not ask for information that will not be evaluated. Instructions that require voluminous information can cause potential offerors to forego responding in favor of a less costly business opportunity. Excessively large proposals may increase the time and costs associated with the evaluation. Proposal page limitations are encouraged, but need to be clearly defined and tailored to the needs of the acquisition. Focus exclusively on discriminators; failure to do so compromises the ability to identify the best offeror.

(4) *Unnecessary Use of Design Requirements.* The description of FAA's requirements in the SIR can have a significant impact on a source selection using a tradeoff process. Use of detailed design requirements or overly prescriptive statements of work statement severely limits the offerors' flexibility to propose their best solutions. Functional or

performance-based requirements provide flexibility and should be used to the extent practicable. While it may be more difficult to develop evaluation criteria and conduct the evaluation process using this approach, the benefits warrant it. These benefits include increased competition, access to the best commercial technology, better technical solutions, and fewer situations for protests.

g. Ways to Improve the SIR. A multi-disciplined team should develop the SIR. The members should be stakeholders in the procurement and should continuously coordinate with each other to ensure consistency of the SIR with other documents such as the evaluation plan. Open communications with vendors should also be used to improve the SIR and to also promote understanding of FAA's requirements. This can be accomplished through various forms of communication, such as releasing draft statements of work or SIRs, advance procurement planning briefings for vendors, one-on-one meetings, or conferences with potential offerors.

1.5 Communications with Offerors

a. Communications with potential offerors should take place throughout the source selection process. During the screening, selection, and debriefing phases of source selection, communications are coordinated through the CO. All SIRs should clearly inform offerors how communications will be handled during the initial screening phase. The purpose of communications is to ensure mutual understanding between FAA and offerors about all aspects of the procurement, including the offerors' submittals/ proposals. Information disclosed as a result of oral or written communication with an offeror may be considered in the evaluation of an offeror's submittal(s). To ensure that offerors fully understand the intent of the SIR and FAA's needs, FAA may hold a pre-submittal conference and/or one-on-one meetings with individual offerors. One-on-one communications may continue throughout the process, as required, at the discretion of the SET.

b. Communications with one offeror do not necessitate communications with other offerors, because communications will be offeror-specific. Regardless of the varying level of communications with individual offerors, the CO should ensure such communications do not give any offeror an unfair competitive advantage. During these and future communications, as applicable, FAA should encourage offerors to provide suggestions about all aspects of the procurement. Communications may necessitate changes in FAA's requirements or SIR. Where communications do not result in any changes in FAA's requirements, FAA is not required to request or accept offeror revisions. The use of technical transfusion is always prohibited. Technical leveling, and auctioning techniques are prohibited, except in the use of "commercial competition techniques."

1.6 Evaluation Factors

a. Evaluation Factors and Subfactors.

(1) Selecting the appropriate evaluation factors and subfactors is key to the source selection process. The factors and subfactors give offerors an insight into significant considerations FAA will use to select the best value offer. Structure

the evaluation factors and subfactors and their relative importance to clearly reflect the needs of the acquisition. Evaluation factors and subfactors from the evaluation plan must be in Section M (or equivalent) of the SIR.

(2) Factors and subfactors are definable and measurable in readily understood quantitative and/or qualitative terms. They also represent the key areas of importance and emphasis to be considered in the source selection decision. Factors and subfactors should be limited to the essential elements to distinguish among the information/offers; i.e., will be true discriminators.

(3) Common evaluation factors are technical, cost/price, past performance, and small business participation. Other evaluation factors may be appropriate, and one or more levels of subfactors may be needed.

(4) Steps involved in formulating evaluation factors and subfactors include:

- Conduct market research as a starting point for developing criteria
- Brainstorm critical factors and subfactors
- Identify key discriminators
- Define the discriminators as evaluation factors and subfactors and their relative order of importance
- Assess feedback during SIR(s)

(5) *Evaluation Weights.* Assign relative importance to each evaluation factor and subfactor. Tailor the relative importance to specific requirements. Use priority statements to express the relative importance of the evaluation factors and subfactors. Priority statements relate one evaluation factor (or subfactor) to each of the other evaluation factors (or subfactors). For example:

“Technical is the most important factor and is more important than all of the remaining factors combined. Technical is significantly more important than past Performance. The past performance factor is more important than the cost factor and small business participation factor combined. The cost factor is more important than the small business participation factor.”

b. *Numerical and Adjectival Ratings.* When using the tradeoff process, the evaluators assess the non-cost portion(s) of the offer and associated performance and proposal risks using numerical or adjectival ratings. The success of an evaluation is not so much dependent upon the type(s) of ratings used, but rather on the consistency with which the evaluators use them. For this reason, adjectival ratings must include definitions for each rating so that the evaluators have a common understanding of how to apply them.

c. *Result of Proposal Evaluation.* At the end of an evaluation, the result is each factor and sub-factor are evaluated, the merits and risks of a proposal are documented and numerical or adjectival ratings, when appropriate, are assigned.

1.7 Evaluation

a. *Conduct Training.* Before receipt of proposals, each evaluator should become familiar with all pertinent documents, e.g., SIR, evaluation plan, and rating scales, etc.. The SET should conduct training that includes an overview of these documents and the source selection process, with instructions on properly documenting each offeror's strengths, weaknesses, and risks. Training should also include ethics information and the protection of source selection information. This training is especially crucial when evaluators have little or no source selection experience.

b. *Documenting the Evaluation.* The SET performs an in-depth, systematic evaluation of offerors' proposals against evaluation factors and subfactors in the SIR(s). All evaluations must be documented. While the specific evaluation processes and tasks vary, the basic objective is to provide information about each offeror's strengths and weaknesses so the SSO can make an informed and reasoned decision. It is imperative that there be an orderly method for identifying, recording, and tracking strengths and weaknesses. Also, it is critical that evaluation findings be supported with narrative statements. Ratings alone are not conclusive data on which to make a source selection decision. All determinations relating to changes in requirements after release of the SIR should also be documented in the evaluation report.

c. *Assignment and Use of Offeror Code Names.* Once proposals are received, the SET should consider establishing a code name for each of the offerors. This would help protect the identities of offerors submitting proposals, the proprietary information in their proposals, and the contents of the evaluation reports and source selection documentation. The code names would be assigned by the SET and then communicated to all evaluation personnel prior to the start of proposal evaluation. All SET members, evaluation team members, and support personnel involved in the evaluation and source selection must then use any assigned code names vice the actual offeror names in all discussions and in all written documentation and communication (including the SSO Briefing). The SSO would then not know the actual offeror names until after contract award. Additional guidance related to the assignment of code names is as follows:

(1) Code names should be based on a series of like items (e.g., states such as Missouri, Arkansas, and Nebraska for an acquisition with three offerors);

(2) Care should be taken to avoid choosing a series of names where one may be perceived as more valuable than another (e.g., if using precious metals, Gold may be perceived as more valuable than Bronze, or if using colors, Red may be perceived more negatively than Green);

(3) If there are more than three or four offerors, alphabetic characters should be used for ease of reference (e.g., Offeror A, Offeror B etc.); and

(4) Code names would not be assigned in the following situations:

- Only one proposal received; or
- Where the names of all offerors competing are publicly known in accordance with AMS clause 3.2.2.3-72 "Announcing Competing Offerors" (July, 2004).

Note: Regardless of whether code names are used, SET members, evaluation team members, and support personnel are responsible at all times for the proper treatment of source selection sensitive information from the evaluations and/or proposals.

d. *Past Performance Evaluations.* The past performance evaluators assess the performance risk associated with each proposal. The final assessment describes the degree of confidence in the offeror's likelihood of successful contract performance based on that offeror's demonstrated record of performance under similar contracts. (See AMS Procurement Guidance T3.2.2.A.3.c. for guidance on evaluating past performance.)

e. *Cost/Price Evaluations.* For fixed priced contracts, the evaluation could be as simple as assessing adequate price competition and determining prices are fair and reasonable. Fixed priced contracts also should be evaluated for appropriateness (i.e., consider market prices, appropriate risk and the possibility of a "buy-in") for what is being offered. For cost-reimbursement contracts, the offerors' estimated costs should be analyzed for both realism and reasonableness. The cost realism analysis enables evaluators to determine each offeror's most probable cost of performance. This precludes an award decision based on an overly optimistic cost estimate. Additionally, whenever cost analysis is performed, profit or fee analysis is conducted. (See AMS Procurement Guidance T3.2.3 for guidance on cost and price methodology.)

1.8 Selection and Award

a. *Decisions.* After the evaluators complete their evaluation, the results of the evaluation are presented to the SSO. The SSO may:

- Make a selection decision (see below);
- Make a screening decision by screening those offerors determined to be most likely to receive award, thus continuing the screening phase;
- Amend and re-open to initial offerors; or
- Cancel the procurement.

b. *Presenting the Evaluation to the SSO.* The SET prepares documentation of the evaluation to present to the SSO. The SSO uses this documentation as an aid when making a decision based on business judgment about which proposal represents the best value. At the request of the SSO, the SET may present the evaluation results through one or more briefings.

c. *Source Selection Decision.* The SSO must document his/her rationale for selecting the successful offeror. The source selection decision document should explain how the successful proposal compared to other offerors' proposals based on the evaluation factors and subfactors in the SIR, and should discuss the judgment used in making any tradeoffs. If the SSO disagrees with a findings of the SET, the SSO's rationale is part of the decision document. When the SSO

determines the best value proposal is other than the lowest-priced proposal, the decision document justifies paying a price premium regardless of the superiority of the proposal's non-cost rating. The justification clearly states the benefits or advantages FAA will receive for the added price and why it is in FAA's interest. This justification is required even when the SIR indicates non-cost factors are more important than cost/price. The SSO should consult with legal counsel to review of the source selection decision document to assure that the decision clearly articulates the business judgment of the SSO.

d. *Awarding the Contract.* After the SSO signs the source selection decision document, the CO executes and distributes the contract, subject to completing other requirements before award such as Congressional notification.

1.9 Debriefing of Offerors/Lessons Learned

a. *Overview.* The CO notifies all offerors who participated in the competitive process that they may request a debriefing within three working days from receipt of award notification. Because each offeror puts considerable resources into preparing and submitting a proposal, fairness dictates a prompt debriefing and an explanation of why a proposal was unsuccessful.

b. *Purposes of a Debriefing.* A debriefing:

- Explains the rationale for the offeror's exclusion from the competition or non-selection for award
- Instills confidence in the offeror that it was treated fairly
- Assures the offeror that appropriately qualified personnel evaluated the proposal according to the SIR and applicable policies and laws
- Identifies strengths and weaknesses in the offeror's proposal so the offeror can prepare better proposals in future FAA procurements
- Gives the offeror an opportunity to provide feedback about the SIR process, communications, and the source selection
- Reduces misunderstandings and reduces the risk of protests

A debriefing is not a:

- Page-by-page analysis of the offeror's proposal
- Point-by-point comparison of the proposals of the debriefed offeror and other offerors
- Debate or defense of FAA's award decision or evaluation results

The debriefing must not reveal any information prohibited from disclosure or exempt from release under the Freedom of Information Act.

c. *Notification of Debriefing.* The CO should inform the offeror of the scheduled debriefing date by electronic means with return receipt to acknowledge receipt. If the offeror requests a later debriefing date, the CO should require the offeror to acknowledge in writing that it was offered an earlier date, but requested a later date instead. This procedure will protect FAA's interests if the offeror subsequently files a protest.

d. *Debriefing Methods and Location.* The CO debriefs one unsuccessful offeror at a time. The CO selects the method and location of the debriefing. Although face-to-face debriefings are frequently used, a debriefing may be by telephone or other electronic means acceptable to the offeror and FAA. It may be burdensome for an offeror to attend in person and the needs of the offeror should be given due consideration. The CO may provide an advance copy of the debriefing to the offeror and allow the offeror to provide written questions for FAA to review before the debriefing.

e. *Attendees.* The CO selects FAA attendees, and chairs and controls the debriefing. The CO should ask an offeror to identify all individuals by name and position who will attend the debriefing. Normally, the CO should not restrict the number of personnel the debriefed offeror may bring unless there are space limitations. It is important to ensure appropriate FAA personnel attend for it to be a meaningful debriefing. The CO may rely on SET members to address specialized areas of the offerors' proposals. Legal counsel should participate in preparation and review of the debriefing materials. If the offeror's legal counsel will attend the debriefing, FAA legal should also attend. If there are indicators a protest is likely, inform FAA's legal counsel. However, the CO must not deny a debriefing because a protest is threatened or has already been filed.

f. *Preparing for a Debriefing.* The extent of preparation varies with the complexity of the source selection. Sometimes, preparing debriefing charts is sufficient. Other times, a written script and dry run rehearsals may be beneficial. Because debriefings are time sensitive, preparation may begin before proposal evaluation is complete. SET members may assist in preparing debriefing materials. The CO should brief all FAA personnel who will attend the debriefing on their roles during the debriefing.

g. *Information Provided.* In a post-award debriefing, the CO discloses:

- The evaluation rating and significant strengths and weaknesses of the debriefed offeror's proposal;
- The debriefed offeror's total evaluated price/cost and the awardee's total evaluated price/cost;
- A general summary of the rationale for the award decision.

h. *Handling Questions.* Ideally, the CO should get all questions in writing. As a general rule, FAA personnel should not answer questions "on the fly." The CO and other FAA personnel should caucus to formulate a response before providing an answer. At the end of the debriefing, the CO should advise the offeror that the debriefing is officially concluded. At the discretion of the CO, questions submitted by the offeror after the date on which the debriefing was conducted may be answered. However, in such cases, the CO must advise the offeror that the information is not considered part of the official debriefing (thereby not impacting the protest time period).

i. *Lessons Learned Memorandum.* The SET should prepare a lessons learned memorandum. A lessons learned memorandum is a valuable tool to relay procurement experiences to other FAA personnel. The memorandum should highlight issues/processes that had a significant

impact on the procurement and changes that could be made to ensure a more comprehensive evaluation or more timely award.

1.10 Oral Presentations

a. *Introduction.* Oral presentations (sometimes referred to as oral proposals) provide offerors an opportunity to verbally present information they would normally provide in writing. Oral presentations may be beneficial in a variety of procurements, and are most useful when requirements are clear, complete, and stated in performance or functional terms. Oral presentations are ideal for gathering information about how qualified the offeror is to perform the work, how well the offeror understands the work, and how the offeror will approach the work. Oral presentations may be conducted in person or via video teleconference. However, a videotaped presentation does not constitute an oral presentation because it is not a real-time exchange of information.

b. *Scope of the Oral Presentation.* Before deciding if oral presentations are appropriate, the SET must select the evaluation factors. Then the SET should decide whether the information needed to evaluate these factors can be better presented orally, in writing, or through a combination of both. Oral presentations can convey information in diverse areas such as responses to sample tasks, understanding the requirements, experience, and relevancy of past performance. Offerors should be required to submit briefing materials in advance of the presentations. This allows FAA attendees to review the materials and prepare any questions. Oral statements cannot be incorporated into the contract by reference, so any information to be made part of the contract needs to be submitted in writing. At a minimum, the offeror must submit certifications, representations, and a signed offer (including any exceptions to SIR terms and conditions) in writing. The offeror must submit any other factual data, such as cost or pricing data or subcontract commitments, as part of a written proposal also.

c. *SIR Information.* If oral presentations are appropriate, the SIR must notify offerors that FAA will use oral presentations to evaluate and select an offeror for award. The proposal preparation instructions must contain explicit instructions and guidance regarding the extent and nature of the process to be used. Instructions should discourage elaborate presentations since it may detract from the information being presented. At a minimum, include the following information in the SIR:

- The types of information the offeror must address during the oral presentations and how it relates to the evaluation criteria
- The required format and content of the presentation charts and any supporting documentation
- Any restrictions on the number of charts or the number of bullets per chart and how FAA will handle material that does not comply with these restrictions
- The required submission date for the presentation charts and/or materials
- The approximate timeframe when the oral presentations will be conducted and how FAA will determine the order of the offerors' presentations
- Whether any rescheduling will be permitted if an offeror requests a change after the schedule has been established

- The total amount of time each offeror will have to conduct their oral presentation
- Who must make the presentation and a requirement that the offeror provide a list of names and position titles of the presenters
- Whether the presentation will be video or audio taped
- The location of the presentation site and a description of the site and resources available to the offeror
- Any rules and/or prohibitions regarding equipment and media
- How FAA will treat documents or information referenced in the presentation material but never presented orally
- Any limitations on FAA-offeror interactions during and after the presentation
- Whether the presentation will constitute discussions
- Whether FAA will use the information in the oral presentation solely for source selection purposes or whether such information will become part of the contract (which will require a subsequent written submission of that information)
- Whether the offeror should include any cost (or price) data in the presentation

d. *Timing and Sequencing.* Because preparing and presenting an oral presentation involves time and expense, offerors not likely to be candidates for award should not have to conduct oral presentations. This can be an important consideration with small businesses. When this is a concern, consider down selections to establish the likely candidates for award before oral presentations. The SIR should clearly articulate the methodology for down selection. The CO may draw lots to determine the sequence of the offerors' presentations. The time between the first and the last presentation should be as short as possible to minimize any advantage to the offerors that present later.

e. *Time Limits.* Establish a total time limit for each offeror's presentation. It is not advisable to limit the time for individual topics or sections within the presentation; this detail is the presenter's responsibility. If planning a question and answer session, it should be excluded from the allotted time and set a separate time limit for it. There is no ideal amount of time to be allotted. Make this decision using business judgment based upon the complexity of the procurement, experience, and lessons learned.

f. *Facility.* Usually, the presentations should be at a Government-controlled facility. This helps guard against surprises and ensures a more level playing field. However, nothing precludes conducting an oral presentation at an offeror's facility. This may be more efficient if site visits or other demonstrations are part of the source selection. If using a Government-controlled facility, it may be made available for inspection and, if warranted, a practice session. Allowing offerors to get acquainted with the facility will help ensure that it does not detract from the presentation content.

g. *Recording the Presentations.* Having an exact record of the presentation could prove useful both during the evaluation process and in the event of a protest or litigation. The oral presentations can be recorded can using a variety of media, e.g., videotapes, audio tapes, written transcripts, or a copy of the offeror's briefing slides or presentation notes. The SET is responsible for determining the method and level of detail of the record. If using videotaping, allow for the natural behavior of the presenters. If slides or view graphs are used, the camera

should view both the podium and screen at the same time. Place the microphones so that all communications can be recorded clearly and at adequate volume. Every effort should be made to avoid letting the recording become the focus of the presentation. The recording, which is considered source selection information, will become part of the official record. Provide a copy to the offeror and seal and securely store the master copy of the recording to ensure there are no allegations of tampering in the event of a protest or court action.

h. *FAA Attendance.* The CO should chair every presentation. All FAA personnel involved in evaluating the presentations should attend every presentation.

i. *Presenters.* The offeror's key personnel who will perform or personally direct the work being described should conduct their relevant portions of the presentations. Key personnel include project managers, task leaders, and other in-house staff of the offeror's or their prospective key subcontractors' organizations. This will avoid the oral presentation becoming the domain of a professional presenter, which would increase costs, detract from the advantages of oral presentations, and adversely affect small businesses.

j. *Reviewing the Ground Rules.* Prior to each presentation, the CO should review the ground rules with the attendees. This includes discussing any restrictions on FAA-offeror information exchanges, information disclosure rules, documentation requirements, and housekeeping items. These ground rules should also be included in the SIR. If the evaluation includes a quiz, the CO should discuss the related ground rules. For example, whether the offeror may caucus or contact outside sources by phone before answering. The ground rules should avoid too much control because it could inhibit the presentation. However, the CO should control all exchanges during the presentation if discussions will not be conducted.

k. *Evaluation of Presentations.* Evaluations should be performed immediately after each presentation. Using evaluation forms will help the evaluators collect their thoughts and impressions. Evaluators must document the rationale for their evaluation conclusions.

Red Line Content: Procurement Guidance:

T3.2.2 - Source Selection

Appendix

Section 1 : Source Selection Guide

1: ~~Source Selection Guide~~—1.1 :-Introduction

a. *Purpose.* AMS Policy Section 3.2.2 outlines requirements for source selection. This guide contains additional information about processes and techniques for conducting a competitive source selection. ~~Using the processes in this guide depends on the circumstances of the procurement, such as complexity, dollar value, Contracting and Officer resources (CO) available. You should apply prudent business judgment to tailor processes to fit the source circumstances.~~ **should** You should apply **use** prudent business judgment to tailor processes to fit the **source** circumstances. b. *Definitions:* **selection** Best Value—A term used during procurement source selection to describe the solution that is the most advantageous to the FAA, based on the evaluation of price and other factors specified by **such** FAA. **as** ~~8226160;~~ **Communications**—Any oral or written communication between the FAA and offerors about the

aspects of complexity, the procurement dollar value, including urgency, the and offerors' resources submittals/proposals available.

b. ~~Communications may start in the planning phase and continue through contract~~ Procurement award Integrity. ~~�~~ Market survey—Any method used to survey industry to obtain information and comments and to determine competition, capabilities, and estimate costs. • The Procurement Integrity—Personnel who are Act applies to personnel involved in a source selection are subject to the requirements of the Procurement Integrity Act (See T3.1.8, Appendix 4). This Act and other similar statutes and regulations impose stringent requirements related to for safeguarding of source selection information, and contractor bid or proposal information, and other integrity issues. ~~Violation of these requirements could result~~ There in are civil and/or criminal penalties. • Qualification information—Qualifies vendors and establishes qualified vendor lists (QVLs) for multiple FAA procurements. • Request for Offer—A request for offer is a request for an offeror to formally commit to provide the products or services required by the acquisition under stated terms violating and conditions these requirements. • Screening—The process of evaluating offeror submittals to determine either which offerors/products are qualified to meet a specific type of supply or service requirement, which offerors are most likely to receive award, or which offerors provide the best value to the FAA. • Screening decision—The narrowing of the number of All offerors participating personnel involved in the source selection process to only those offerors most likely to receive award. • Screening information request (SIR)—Any request made by the FAA for documentation, information, or offer must for maintain the purpose integrity of screening to determine which offeror provides the best value solution for procurement, particular and procurement. should ~~�~~; Selection decision—The determination by understand the Source Selection Official to prohibitions make an award to and certification requirements of the offeror providing the Act best value to the FAA and similar statutes and regulations. • Service organization—A service organization is any organization that manages investment resources regardless of appropriation to deliver services. It may be a service unit, program office, or directorate. • Source Selection Official (SSO)—The service or product team lead or Any Director questions (or equivalent position) of the requiring organization is the SSO other for the issues regarding procurement under an integrity investment program subject should be directed to the Joint Resources Council legal (JRC) counsel process assigned (unless to the JRC otherwise designates an SSO). In these formal source selections, the Contracting Officer (CO) serves as a business advisor to the SSO selection. For procurements not subject to the JRC investment decision process, the Contracting Officer is the SSO.

c. ~~Procurement~~ Bias Integrity or Conflict of Interest. Personnel who are involved in the source selection are subject to the requirements of the Procurement Integrity Act. must This Act and other similar statutes and regulations impose stringent not have any bias or conflict of interest that would requirements for impact safeguarding the source selection information, contractor bid or proposal information and other integrity issues. ~~Violation of these requirements could~~ Financial result interests in civil offerors and/or criminal penalties. ~~Become~~ employment familiar discussions with the prohibitions and offerors certification requirements are examples of the Act and similar statutes conflicts and regulations of interests that may pertain to your specific acquisition. ~~Direct questions and/or issues regarding procurement integrity policy and regulations to the legal counsel assigned to the~~ would source preclude selection. an All personnel involved employee from participating in the a source selection process are responsible for

maintaining the integrity of the procurement. See 1.10.1, Security Considerations, for safeguards that you should consider taking to ensure the integrity of your source selection.

1.2 ÷ Getting Started

a. Conducting Procurement Planning. The FAA coordinates and integrates the Procurement efforts of all personnel responsible for planning should start when FAA identifies a procurement through need a comprehensive procurement plan for supplies or services. The purpose of the Early plan is to satisfy and effective planning helps FAA's ensure needs in the most are satisfied with effective, the economical and timely manner right product or service and should address how FAA will manage at the procurement right time. Procurement planning should start when FAA identifies a need for supplies and/or services.

b. Performing Market Research. Market research is the first step in procurement planning and is essential to designing a procurement strategy and identifying candidate evaluation criteria. It is the process of collecting and analyzing information about capabilities within, the products, market services, that can satisfy or practices within FAA's the needs marketplace. Market research is Information key to determining whether from market research shapes a commercial item can meet FAA's procurement needs strategy and to identifying associated commercial other practices. aspects Market research of a will procurement, significantly influences such as the development statement of the Performance Work Statement work, the selection of evaluation factors, contracting and source selection contract methods type, and the amount and type of information to be requested in a screening information request (SIR). The extent of market research and the degree to which you should document the results will vary depending of market research on varies, such based on factors such as urgency, estimated dollar value, complexity, and past experience. In some cases, one person will can conduct be able to conduct all of market research but for more complex the requirements, required market a team research effort may be appropriate. In other (See cases AMS Procurement Guidance T3.2.1.2, a team effort Market Research and is Analysis, appropriate for more information)

c. Examples Source Evaluation Team of (SET). Source Market evaluation Research should be a multi-disciplined, team Techniques effort. As Use appropriate, general sources of information available the team should include representatives from the functional market areas places such as contracting, Government sources program/technical, legal, logistics, and the user Internet; organizations. Contact The knowledgeable individuals regarding market capabilities and size and composition of the SET business Practices; varies, Review depending on the results nature of recent market research; requirement. Query Whether Government the and team is large or commercial small, databases; it Publish formal requests for information should be structured to ensure in teamwork, unity of purpose, and appropriate technical or communication among scientific journals the or business team members publications; throughout the process. Conduct interchange A meetings or hold key to selecting pre-submittal personnel conferences; is Participate identifying in experience, interactive education, on-line and communication; business and technical skills required for the evaluation. Review Required catalogs skills and product experience literature. For should more be information, defined see with T3.2.1.2, enough Market Research and flexibility to allow Analysis substitution of training for experience.

d. ~~Selecting the Evaluation~~Support Methodology.Personnel. One of ~~Once~~ the first steps in designing a primary procurement strategy evaluation team is to identified, determine the most effective evaluation methodology to use additional support personnel may be desired or required. In many procurements, it is in the FAA Examples of such personnel ~~’~~160;s best interest to include administrative support, librarian/document-control ~~consider~~personnel, award to other and information technology than support.

e. the Key ~~lowest price~~Members and offerorResponsibilities. Under

(1) this Source ~~process~~Selection you Official, evaluate The both SSO:

- Ensures cost ~~the~~ (or selection price) process and is non-cost conducted factors properly and award the contract according to the offeror applicable policies proposing and laws
- Establishes the combination of factors that SET and ensures the represents team has the best skills, value expertise, based and on experience to perform the evaluation
- Ensures criteria. actual Consider the or apparent non-cost conflicts strengths and of interest weaknesses, are risks, avoided
- Ensures and the cost premature or unauthorized (or disclosure price) of offered in each source selection information proposal. is The avoided
- Approves source selection official the evaluation criteria (SSO) and will plan, and select ensures the successful SIR offeror by applying is consistent with his/her both
- Concurs business with judgment the CO's decision to determine release the proposal that SIR represents (if the best value to SSO is other than the FAA, CO)
- Makes down-select decisions
- Makes Low the priced, final technically acceptable may be best source selection decision for an value award, when and ensures the FAA would not realize any rationale is documented before contract value award

(2) from Source a Evaluation proposal Team, exceeding The the team:

- Drafts FAA's evaluation minimum technical criteria and requirements plan
- Drafts In SIRs such a and ensures ease, an you in-depth may establish certain review of each standards SIR
- Selects that a proposal advisors to the must team, meet as to necessary
- Conducts be considered technically a comprehensive review acceptable. and The award must then be made to evaluation of proposals against SIR requirements and the lowest approved price, evaluation technically criteria
- Prepares acceptable the offeror necessary In such a items for discussions scenario, with a offerors, proposal if would applicable

- Prepares not receive and submits any the evaluation additional credit for reports to the exceeding SSO
 - Briefs the established SSO, standards as requested
- e:
- Responds Establishing to the Source Evaluation Team special instructions from the (SET) SSO
-
- Provides Overview information Source evaluation should be for debriefings of unsuccessful offerors
 - Prepares multi-disciplined a team lessons effort learned The team should include representatives memorandum after completing the source from selection

(3) appropriate Contracting functional Officer. areas The such CO:

- Serves as contracting the technical SSO logistics (unless legal otherwise program designated)
- Acts management as and user the business organizations advisor The size and to the SSO composition (if of not the SET SSO)
- Coordinates will vary depending upon the requirements of each and controls communications with vendors and issues written acquisition communication Whetherto the vendors
- Participates team during is screening, large selection, or and small debriefing it should be structured phases of source selection to ensure teamwork fair unity treatment of purpose all offerors
- Issues letters, and public appropriate announcements, open SIRs, communication among the team members SIR amendments and other procurement throughout documents
- Chairs the all process required debriefings

f. � Key Advisors. Members of the Team. The CO In addition to the serves as a business SSO advisor and to the CO SSO (if the CO is not the SSO (see the distinction in the definition of the SSO at 1.1.c. above). Additionally, legal counsel, small business advisors, and technical experts, may serve as SSO or small business specialists advisors may advise If the nongovernmental SSO. If non-Governmental advisors are part of the team SET, the SIR should must include notice of nongovernmental about participation their � participation Roles in and the Responsibilities evaluation. Non-Government of the Source Selection Official and Source Evaluation Team advisors must not have any organizational conflict of interest.

Source g. Selection Required Official Certificates. The SSO will: a. Ensure and the proper each SET conduct member (including of the source support personnel and selection advisors)

process must and sign nondisclosure make the final source selection of information and conflict of decision interest certificates. b

h. Ensure Administrative that Considerations. the Each evaluation procurement plan varies, and but administrative evaluation criteria are needs may include consistent facilities for evaluators and discussions with the offerors, requirements securable of storage space the SIR and for source selection applicable materials, and policy. c. other Concur with the items such as release computers, of special the software, phones, copiers, solicitation etc. d.

i. Establish Handling Source the Selection Information.

(1) SET and approve members must the handle proposal and evaluation plan. e. material Ensure that personnel in a manner consistent with the “For requisite Official skills, Use expertise Only” or, and as experience appropriate, to execute the a higher security evaluation classification. plan are appointed to the The SET should establish sufficient SET. f. safeguards Approve to protect the downselect material determinations. g. whether Ensure that conflicts of it is in their interest, possession or the appearance thereof, it are is avoided. h. being Ensure disseminated, that reproduced, premature transmitted, or unauthorized disclosure of stored. source Additionally, procedures selection information is should be established avoided. i. for Ensure proper that disposal of the source selection process material when it is conducted in no accordance longer with required. applicable (See policy, AMS laws and regulations Procurement Guidance T3. j. 13. Select the I.A.7, successful Records offeror Retention, and ensure that FAA supporting Order rationale 1350.15C is Records documented Organization, in before contract Transfer and Destruction award Standards).

(2) Source Evaluation Team. The Team will: a. Conduct Procurement a comprehensive review and evaluation of proposals against the Integrity Act precludes individuals from knowingly disclosing source selection SIR(s) requirement information and the approved evaluation contractor bid or criteria. b. proposal Draft all information before SIRs. c. award of Select advisors a contract to the which team, the as information necessary. d. relates. Ensure However, an the in-depth SSO review and evaluation may authorize release of each SIR. e. Prepare and submit the team source evaluation reports selection information to the other SSO. f. authorized Brief Government personnel the who SSO, have assigned requested. g. a Respond non-disclosure to statement, special instructions from the provided the release would SSO. h. not Prepare jeopardize the necessary items integrity for or negotiation. i. successful Provide information for debriefings completion of the procurement of (when unsuccessful the offerors. j. release Prepare a lessons learned memorandum is after the SIR is after issued, completing the source but before contract selection award).

Contracting

j. Officer Security Responsibilities. The Contracting Officer All SET members will: a. are Serve as responsible for the SSO security in most instances of source selection (see information. SSO In definition). b. complex Act source as selections, the business it may advisor be beneficial to the

SSO and designate members of SET. c. the Coordinate communications SET to with industry oversee and control written documentation perform issued to security control industry. d. functions. Participate during Security screening procedures selection, may and debriefing phases also be needed of for the source selection to ensure fair treatment of all offerors. e. Issue physical letters facilities, public announcements, such SIRs, as a SIR amendments sign in and other procurement documents. f. out Chair log, all identification to required access debriefings. Also the see area, visitor T3.2.2(e). Ag. 7, Source Selection maintenance/service Team personnel responsibilities control, � Administrative Support Considerations. or A successful source selection requires careful planning of the administrative requirements needed key to support the SSO or card control access. Each acquisition will vary A in terms of security briefing for the administrative support requirements; however, the following checklist contains some SET potential may be requirements: used � Adequate to emphasize facilities that (to each include member:

- Is space responsible for security of the evaluators evaluation and related proposal meetings materials and for discussions with other source offerors): selection Consider and whether proprietary information related to the facilities procurement
- Is are knowledgeable of, an and adequate size will adhere to, capable of segregating governing security procedures committees, and comfortable, regulations
- Will properly furnished not discuss, secure communicate, disabled accessible, or and otherwise deal on close matters related to support services such as the source selection with copiers, any restrooms, individual and eating not facilities. assigned by � Security the controls SSO, such and as identification badges and access then only within appropriately secure control areas
-
- Will Secure storage space for proposals and source selection challenge any apparent unauthorized person within the physical materials location of the evaluation

1.3 � Appropriate computer Evaluation hardware Plan and software and Selection Methodology

a. related Evaluation support Plan. � Adequate The evaluation plan outlines the telephones people, facsimile schedule, machines process, copiers criteria and/or other printing services information relevant located into secure evaluating areas offeror responses to a SIR, and Audio/the Video Teleconferencing capabilities that can be secured basis for selecting an offeror for award. � Adequate office It supplies is Lodging and transportation for personnel on temporary approved before receiving responses to a SIR duty. 1.3 requesting screening Evaluation or Plan a qualification Purpose information. The evaluation plan is a required and vital planning document that source identifies the selection sensitive goals information, of so it the acquisition and describes how must not be disclosed it to evaluate anyone vendor responses to a SIR and select not authorized by the SSO to receive the winning offeror(s). b. Format information. Use prudent business judgment to tailor the The size and detail of your the

evaluation plan is based upon on the complexity of the acquisition-procurement, Atbut at a minimum; it should addressincludes:

-

Name of the SSO and SET members;

• The proposed evaluation

- Evaluation factors and subfactors, their relative importance, and of associated factors, and standards (Section for M); rating � Other offerors information related against the to factors (SIR the section source M)
- Basis for selection: and award

cb. Access to Selection Plan. Methodology. The plan is source selection Designing a procurement strategy includes information an effective evaluation methodology. You must Depending not disclose on the source circumstances, selection information to any it may be in person FAA's not best interest authorized to either:

(1) Award to receive other than the information lowest-priced offeror. Under this method, both Normally, cost/price only and SET non-cost/price members factors are and personnel from assessed based on the responsible evaluation contracting criteria, activity and the with SSO selects the need to know are authorized access to offeror proposing a combination of these factors representing the plan best value to FAA. - The SSO considers must non-cost approve access strengths and to weaknesses, anyone risks, outside and the cost/price SET and the for each offeror recipient(s) and applies must sign a business judgment to non-disclosure select agreement the offeror representing the best value.

d. Evaluation Plan for Services:

(2) Generating Award the evaluation to the plan lowest-priced, for a technically acceptable services offeror. This type method may Source Selection offers some unique challenges to organizations and to the SSO conducting the be the best value when FAA would not realize any value from a proposal evaluation. exceeding minimum technical requirements. As with all source The SIR establishes selections, certain organizations should take great care in providing qualified personnel to standards that an offeror must meet to be considered technically the acceptable. SSO, An knowledgeable in offeror does the not receive types of services being any additional credit for acquired exceeding the established standards. The award is Also then see AMS made to 3.2.2.3.1.2.3 the lowest-priced, Receipt/Evaluation technically of acceptable Submittals offeror.

1.4. Screening Information Request (SIR)

-a. Purpose. -The FAA obtains offers information and offers from vendors through the issuance of a SIR. The SIR includes information necessary for the offerors to understand what the FAA

is buying, what information ~~FAA must~~ provide, and how ~~vendor~~ responses ~~to the SIR~~ will be evaluated. The success of a procurement is directly linked to the quality of the SIR. A well-written SIR ~~will~~:

• ~~facilitate~~

- ~~Facilitates~~ a fair competition, ~~limit~~
- ~~Limits~~ criteria to discriminators that add value, ~~clearly~~
- ~~Clearly~~ ~~detail~~ ~~details~~ information required from vendors ~~clearly identify~~
- ~~Clearly~~ ~~the~~ ~~identifies~~ evaluation and award criteria, ~~convey~~
- ~~Conveys~~ a clear understanding of FAA's requirements.

b. *The SIR Process.* - For a given procurement, ~~the~~ FAA may make a selection decision after one SIR, or ~~the~~ FAA may have a series of SIRs (with a screening decision after each one) to arrive at the selection decision. - This ~~will depend~~ ~~process depends~~ on the types of products ~~and~~ ~~or~~ services to be acquired and the specific source selection approach ~~chosen by the service organization~~. Generally, when multiple SIRs are contemplated, the initial SIR should request general information, and ~~future~~ ~~subsequent~~ SIRs should request successively more specific information. Initial SIRs need not state firm requirements, thus allowing ~~the~~ FAA to convey its needs to offerors in the form of desired features, or other appropriate means. However, firm requirements ultimately ~~will be~~ ~~are~~ established in all contracts.

c. *SIR Contents.* Each SIR should contain the following information:

- Paper Reduction Act number ~~OMB No. 2120-0595~~ on the cover page, ~~and~~
- A statement identifying the purpose of the SIR (request for information, request for offer, establishment of a QVL ~~and screening~~, ~~and~~ ~~160~~; ~~or screening~~)
- A definition of need, ~~and~~
- A request for specific information (with specific page and time limitations, if applicable); ~~and~~
- A closing date stating when submittals must be received in order to be considered or evaluated, ~~and~~
- Evaluation criteria (and relative importance, if applicable), ~~and~~
- A statement informing offerors how communications with them will be conducted during the screening, ~~and~~
- An evaluation/procurement schedule (including revisions, as required).

d. *Categories of SIRs.*

(1) Qualification Information. Qualification information, used to qualify vendors and establish qualified vendor lists (QVLs), should be requested ~~only if it is intended that when the~~ resultant QVL will be used for multiple FAA procurements. -Qualification information screens ~~for~~ those vendors ~~that meet the~~ ~~meeting~~ FAA's stated minimum capabilities/~~requirements to be qualified/~~ ~~requirements~~ to ~~provide a given product or service.~~ ~~particular~~ ~~All vendors that meet the FAA's qualification requirements will be~~

~~listed on the appropriate QVL for the stated products~~product or ~~services~~service. - Once qualification information is requested, received, and evaluated ~~in accordance with~~according to the evaluation plan, a QVL ~~will be~~is established for the given product/service. and vendors meeting FAA's qualification requirements are listed on the QVL. (See AMS Procurement Guidance T3.2.2.3., ~~Complex and Noncommercial Source Selection~~, for more information on QVLs.)

(2) Screening Information. Screening information allows ~~the~~ FAA to determine which offeror(s) are most likely to receive the award, and ultimately which offeror(s) will provide ~~the~~ FAA with the best value. - The screening information requested in the SIR should focus on information that directly relates to the key discriminators for the procurement.

(3) Request for Offer. - A request for offer is a request for an offeror to formally commit to provide the products or services required by ~~the acquisition~~FAA under stated terms and conditions. -The response to the request for offer is a binding offer, which is intended to become a binding contract if ~~when it is~~ signed by the CO. -The request for offer may take the form of a SIR, a proposed contract, or a purchase order.

e. *Changes in SIR Requirements.* If, FAA's requirements change after release of a SIR, ~~there is a change in the FAA's requirement(s); then~~ all offerors competing at that stage should be advised of the change(s) and afforded an opportunity allowed to update their submittals accordingly. ~~The SSO~~However, has authority to ~~the SSO may~~ waive a requirement at any time after release of a SIR, without notifying other offerors, whereif the SIR states ~~that~~ offeror specific waiver requests will be considered, and the waiver does not affect a significant requirement that changes the essential character or conditions of the procurement.

f. *Common Problems.*

• (1) Inconsistency among the SIR and related documents. ~~Between the SIR and Related Documents~~ -It is critical ~~that there be alignment between~~ for the SIR and related documents: to be aligned. It is particularly ~~important that there be consistency between~~ for the evaluation plan and the SIR to be consistent.

• (2) Inconsistency Within the SIR. ~~Particularly~~ It is troublesome are important to avoid inconsistencies between ~~the descriptions~~description of ~~the~~ FAA's requirements, instructions on how to prepare a proposal, and information related to the evaluation factors ~~and sub-factors.~~ -These inconsistencies may ~~result from~~ be caused by different groups of people developing the different SIR sections without proper coordination. Such inconsistencies can result in less advantageous offers, necessitate changes to the SIR, cause delays ~~in the acquisition~~, lead to offerors losing confidence in the process, or result in litigation.

• (3) Requesting Too Much Information from Vendors. -The instructions for preparing and submitting proposals ~~are critical to an~~ should focus on requesting acquisition. only information ~~There is~~ necessary ~~a link for the~~ between evaluation.

~~The~~ SIR requirements ~~and objectives~~, each evaluation factor and subfactor, and the SIR preparation instructions should be linked. - Request only the essential information needed to evaluate SIRs against the evaluation factors and subfactors. ~~and Do do~~ not ask for information ~~you that do will~~ not ~~intend to evaluate~~ be evaluated. Instructions that require voluminous information can cause potential offerors to forego responding ~~to the solicitation~~ in favor of a less costly business opportunity. ~~Furthermore,~~ ~~excessively~~ Excessively large proposals may increase the time and costs associated with ~~performing~~ the evaluation. - Proposal page limitations are encouraged, but need to be clearly defined and tailored to the needs of the acquisition. - ~~Focus exclusively on discriminators.~~; ~~Failure~~ failure to do so compromises the ability to identify the best ~~proposal~~ offeror.

~~(4) Unnecessary Use of Design Requirements.~~ - ~~The way you present~~ description ~~the of~~ FAA's requirements in the SIR can have a significant impact on a source selection using ~~the a~~ tradeoff process. - Use of detailed design requirements or overly prescriptive ~~statements of~~ work ~~statement~~ severely ~~limit~~ limits the offerors' flexibility to propose their best solutions. - ~~Instead, you should use functional~~ Functional or performance-based requirements ~~to provide the flexibility and should be used to the~~ extent practicable. - While it may be more difficult to develop evaluation criteria and conduct the evaluation process using this approach, the benefits warrant it. These benefits include increased competition, access to the best commercial technology, better technical solutions, and fewer situations for protests.

g. ~~Ways to Improve the SIR.~~ ~~•~~ 160; A multi-disciplined team should develop the SIR. The members should be stakeholders in the ~~acquisition~~ procurement and should continuously coordinate with each other to ensure consistency of the ~~document.~~ ~~SIR~~ Promote understanding with other of documents such as the ~~FAA~~ evaluation plan. ~~’~~ 160; ~~s~~ requirements ~~through~~ Open communications with ~~industry vendors~~ This can ~~should also~~ be accomplished ~~used~~ through use of various communication forums such as Contract Opportunities ~~to improve the SIR and to also promote understanding of~~ notices, ~~FAA~~ ~~ ~~ 8217; briefings for industry, ~~s~~ one-on-one requirements. meetings or conferences with potential ~~This can be accomplished through~~ offerors. ~~various~~ Information technology forms of facilitates communication, distribution of the SIR and associated ~~such as~~ releasing draft statements of documents. ~~work~~ Depending or on SIRs, your advance requirements, procurement you may find planning briefings for it vendors, beneficial one-on-one to meetings, use oral presentations or conferences with (See ~~potential~~ 1.11) ~~offerors.~~

1.5 Communications with Offerors

a. Policy Overview. Communications with ~~all~~ potential offerors should take place throughout the source selection process. - During the screening, selection, and debriefing phases of source selection, communications are coordinated ~~with~~ through the ~~Contracting Officer~~ CO. - All SIRs should clearly inform offerors how communications will be handled during the initial screening phase. ~~b.~~ The purpose of communications is to ensure ~~there are~~ mutual ~~understandings~~ understanding between ~~the~~ FAA and ~~the~~ offerors about all aspects of the procurement, including the offerors' submittals/ proposals. - Information disclosed as a result of

oral or written communication with an offeror may be considered in the evaluation of an offeror's submittal(s). ~~To~~ To ensure that offerors fully understand the intent of the SIR (and ~~the~~ FAA's needs ~~stated therein~~) ~~the~~ FAA may hold a pre-submittal conference and/or one-on-one meetings with individual offerors. One-on-one communications may continue throughout the process, as required, at the discretion of the ~~service organization~~ SET.

b. Communications with one offeror do not necessitate communications with other offerors, ~~since~~ because communications will be offeror-specific. Regardless of the varying level of communications with individual offerors, the CO should ensure ~~that~~ such communications do not ~~afford~~ give any offeror an unfair competitive advantage. During these and future communications, as applicable, ~~the~~ FAA should encourage offerors to provide suggestions about all aspects of the procurement (~~AMS 3.2.2.3.1.2.2~~). c. Communications may necessitate changes in ~~the~~ FAA's requirements or screening information request (~~see AMS 3.2.2.3.1.2.4~~) SIR. -Where communications do not result in any changes in ~~the~~ FAA's requirements, ~~the~~ FAA is not required to request or accept offeror revisions. -The use of technical transfusion is always prohibited. Technical leveling, and auctioning techniques are prohibited, except in the use of non-complex "commercial" competition techniques (~~see AMS 3.2.2.5.3~~). "

1.6 Evaluation Factors ~~and Subfactors, Weights, Numerical and Adjectival Ratings~~

a. Evaluation Factors and Subfactors.

(1) ~~Overview.~~ You must place Selecting the appropriate evaluation factors and subfactors ~~from the evaluation plan into Section M (or equivalent) of the SIR.~~ You will use the factors and subfactors is key to select the response that represents ~~the best value to the~~ source FAA selection process. -The factors and sub-factors subfactors give ~~the~~ offerors an insight into ~~the~~ significant considerations ~~that you~~ FAA will use in selecting to select the best value offer ~~and help them to understand the source selection process.~~ Selecting Structure the correct evaluation factors and subfactors ~~is the most important decision in the evaluation~~ and their relative importance to clearly reflect the process needs of Structure the evaluation acquisition. Evaluation factors and subfactors ~~and their relative importance to clearly reflect the needs~~ from the evaluation plan must be in Section M (or equivalent) of your acquisition the SIR.

(2) Factors and subfactors ~~are~~ are definable and measurable in readily understood quantitative and/or qualitative terms. are represent They also represent the key areas of importance and emphasis to be considered in the source selection decision. Factors and subfactors should are be limited to the essential elements ~~that will enable you to distinguish among the~~ information/offers; i.e., will be true discriminators.

(3) ~~Structure of Evaluation Factors.~~ -Common evaluation factors are cost (or price) technical, technical cost/price, past performance, and small business participation. ~~Additionally,~~ as Other appropriate, evaluation you factors may have

~~other evaluation~~ be factors appropriate, and ~~/or may use one or more~~ levels of subfactors may be needed.

(4) Steps ~~Involved~~ involved in ~~Formulating~~ formulating Evaluation Factors evaluation factors and Subfactors subfactors include:

- Conduct market research as a starting point for ~~development~~ of developing criteria ~~in order to maximize competition~~.
- Brainstorm critical factors and subfactors-
- Identify key discriminators-
- Define the discriminators as evaluation factors and subfactors and their relative order ~~of importance~~.
- Assess feedback during SIR(s)

(5) *Evaluation Weights*. ~~You must assign~~ Assign relative importance to each evaluation factor and subfactor. ~~Tailor the relative importance to your specific requirements. Use priority statements to express the relative importance of the evaluation factors and subfactors. Priority statements relate one~~ evaluation factor (or subfactor) to each of the other evaluation factors (or subfactors). ~~(6) Sample Priority Statement~~. For example:

“Technical is the most important factor and is more important than all of the remaining factors combined. ~~Technical is significantly more important than~~ Past ~~past~~ Performance. ~~The~~ Past ~~Performance~~ past performance Factor ~~factor~~ is more important than the ~~Cost~~ cost Factor ~~cost factor~~ and the ~~Small~~ small Business Participation Factor ~~business participation factor~~ combined. The ~~Cost~~ cost Factor ~~factor~~ is more important than the ~~Small~~ small Business Participation Factor ~~business participation factor~~.”

b. *Numerical and Adjectival Ratings*. When using the tradeoff process, ~~you evaluate~~ the evaluators assess the non-cost portion(s) of the offer and associated performance and proposal risks using numerical or adjectival ratings. The success of an evaluation is not so much dependent upon the type(s) of ratings used, but rather on the consistency with which the evaluators use them. ~~For this reason, adjectival ratings must include definitions for each rating so that the evaluators have a common understanding of how to apply them.~~

c. *Result of Proposal Evaluation*. At the end of an evaluation, the result ~~must be that is~~ each factor and sub-factor are evaluated, the merits and risks of a proposal are documented and numerical or adjectival ratings, when appropriate, are assigned.

1.7 ~~The~~ Evaluation Process

a. Overview **Conduct Training.** The SET will Before receipt of perform proposals, an each in-depth evaluator should become familiar with all pertinent documents, systematic e.g., SIR, evaluation plan, and rating scales, etc.. The SET should conduct training that includes an overview of these documents and the evaluation factors source selection and process, subfactors with set instructions on forth in the properly documenting each SIR (offeror's) strengths, weaknesses, and risks. Using Training the should also evaluation include factors ethics information and subfactors the will protection of source selection information. This training is especially crucial when evaluators have little or no source selection experience.

b. **Documenting the Evaluation.** The SET facilitate performs an equitable in-depth, impartial, systematic and comprehensive evaluation of evaluation offerors' proposals against evaluation factors and subfactors in the SIR(s). All evaluations must be documented. While the specific evaluation processes and tasks will vary, the basic objective remains is constant to provide information about to each offeror's provide the SSO with information to strengths and weaknesses so the SSO can make an informed and reasoned selection decision. Towards this end, the evaluators will identify deficiencies, strengths, and weaknesses. -It is imperative that there be an orderly method for the identification identifying, reporting recording, and tracking deficiencies, strengths, and weaknesses. - Using evaluation forms can ease the administrative burden associated with these tasks. Also, Whatever method you use, it is important critical that you support the evaluation findings be supported with narrative statements. - All evaluations must be documented. -Ratings alone are not conclusive data upon which to make a source selection decision. Also, all All determinations relating to changes in requirements after release of the SIR must should also be documented in the evaluation report.

bc. Conduct Assignment Pre-proposal and Training Use of Offeror Code Names. Prior to Once receipt of proposals proposals are received, each the evaluator SET should become consider familiar with all pertinent establishing a code name documents; for e.g. each of the offerors. This would help protect the identities of offerors submitting proposals, the SIR proprietary information in their proposals, and the contents of the evaluation plan, reports and ratings. source selection documentation. You should conduct training that includes an overview of these documents The code names would be assigned by the SET and the source then selection communicated process; to with training on how all evaluation personnel prior to properly the document each start of proposal evaluation. �s strengths, All weaknesses SET members, deficiencies evaluation team members, and risks. support Training personnel should match involved in the contents evaluation of this guide and should also include ethics training and source selection must then use any assigned code and names vice the protection of source selection actual offeror names in information. all discussions and in all written documentation and communication (including the SSO Briefing). This training is especially crucial when there are evaluators with no prior The SSO would then not know the actual offeror names until experience after contract award. When Additional using guidance related to the tradeoff assignment process, of identification code names is as follows:

(1) Code names should be based on a series of strengths like items (e.g., weaknesses states such as Missouri, risks Arkansas, and deficiencies Nebraska is crucial for an because: acquisition with three offerors);

(2) The Contracting Officer will consider these items when determining the next step in the source selection Care should be taken to avoid choosing a series of names where one may be perceived process as more valuable than another (e.g., if using precious metals, Gold They provide the framework for any may be perceived as more valuable resultant than Bronze, deliberations and or if debriefings using colors, Red may be perceived more negatively than Green);

(3) If Specific information on the relative strengths and there are more than three or four weaknesses offerors, is the alphabetic characters basis should be used for tradeoff analysis and ease of reference the (e.g., source Offeror selection A, decision Offeror B etc.); and

(4) Code names would not be assigned in the following situations:

- Only one proposal received; or
- Where the names of all offerors competing are publicly known in accordance with AMS clause 3.2.2.3-72 "Announcing Competing Offerors" (July, 2004).

Note: Regardless of whether code names are used, SET members, evaluation team members, Proposals containing deficiencies and support personnel are ineligible responsible at all times for award the unless proper treatment of source selection sensitive information from the deficiencies evaluations are and/or resolved proposals.

ed. Past Performance Evaluations- The past performance evaluator(s) evaluators assess the performance risk associated with each proposal. The final assessment describes the degree of confidence you have in the offeror's probability/likelihood of successful contract performance based on that offeror's demonstrated record of performance under similar contracts. (See AMS Procurement Guidance T3.2.2.A.3.c. for guidance on evaluating past performance.)

de. Cost (or/Price) Evaluations- For fixed priced contracts, the evaluation can could be as simple as consideration of assessing adequate price competition and ensuring determining prices are fair and reasonable. Fixed priced contracts also should be evaluated as to their for appropriateness (i.e., consider market prices, appropriate risk and the possibility of a "buy-in") as to for what is being offered. For cost-reimbursement contracts, you analyze the offerors' estimated costs should be analyzed for both realism and reasonableness. The cost realism analysis enables you evaluators to determine each offeror's most probable cost of performance. This precludes an award decision based on an overly optimistic cost estimate. Additionally, whenever you perform cost analysis, you also perform is performed, profit or fee analysis is conducted. (See AMS Procurement Guidance T3.2.3 for guidance on cost and price methodology.)

1.8 Selection and Award

a. ~~Overview~~Decisions. After the evaluators complete their ~~final~~ evaluation, the results of the evaluation ~~will be~~are presented to the SSO. The SSO may ~~either~~:

- ~~▲~~
Make a selection decision (see -below);
- ~~▲~~
Make a screening decision by screening those offerors determined to be most likely to receive award, thus continuing the screening phase;
- ~~▲~~
Amend and re-open to initial offerors; or
- ~~▲~~
Cancel the procurement.

~~See AMS 3.2.2.3.1.2.5 for details on the SSO decision-making process.~~

b. *Presenting the Evaluation to the SSO.* The SET ~~is responsible for preparing the~~ prepares documentation of the evaluation ~~for presentation to present~~ to the SSO. The SSO ~~will use~~uses this documentation as an aid when making a decision based ~~upon exercising prudent~~ on business judgment ~~as to~~about which proposal represents the "Best best Value value." At the request of the SSO, the SET ~~can~~ may present the evaluation results ~~by means of~~ through one or more briefings.

c. *The Source Selection Decision.* The SSO must document his/her rationale for selecting the successful offeror. The source selection decision document should explain how the successful proposal compared to other offerors' proposals based on the evaluation factors and subfactors in the ~~solicitation~~ SIR, and should discuss the judgment used in making any tradeoffs. ~~In the event that~~If the SSO disagrees with a ~~finding(s)~~findings of the SET, the SSO's rationale is part of the decision document. When the SSO determines ~~that~~ the best value proposal is other than the lowest-priced proposal, the decision document justifies paying a price premium regardless of the superiority of the proposal's non-cost rating. The justification clearly states ~~what the~~ benefits or advantages the FAA is receiving will receive for the added price and why it is in ~~the~~ FAA's interest ~~to expend the additional funds~~. This justification is required even when the SIR indicates ~~that~~ non-cost factors are more important than cost ~~(or /price)~~. The SSO should consult with legal counsel ~~in to~~ review of the source selection decision document to assure that the decision clearly articulates the business judgment of the SSO.

d. *Awarding the Contract.* After the SSO ~~signs~~ the source selection decision document, the ~~Contracting Officer will~~ CO execute ~~executes~~ and ~~distribute~~ distributes the contract(s).

~~(Congressional subject notification may be required—see to completing other requirements before award T3.13.1.A.3)~~ such as Congressional notification.

1.9 ~~Award Notification and~~ Debriefing of Offerors/Lessons Learned

a. *Overview.* The ~~Contracting Officer~~ CO notifies all offerors who participated in the competitive process that ~~within three working days from receipt of award notification~~ they may request a debriefing (~~AMS~~ within 3.2.2.3.1.4 three) working days from receipt of award notification. Because each offeror puts considerable resources into preparing and submitting a proposal, fairness dictates ~~that you promptly~~ a ~~debrief offerors~~ prompt debriefing and explain an explanation of why a proposal was unsuccessful. ~~Timely and thorough debriefings increase competition, encourage offerors to continue to invest resources in the Government marketplace, and enhance the Government's relationship and credibility with industry.~~

b. *Purposes of a Debriefing.* A debriefing:

- ~~•~~
 - Explains the rationale for the offeror's exclusion from the competition or non-selection for award;
 -
- Instills confidence in the offeror that it was treated fairly;
-
- Assures the offeror that appropriately qualified personnel evaluated ~~their~~ the proposal ~~in accordance~~ according ~~with~~ to the SIR and applicable ~~laws~~ policies and ~~regulations;~~ laws
-
- Identifies strengths and weaknesses in the offeror's proposal so the offeror can prepare better proposals in future FAA procurements; ~~• Reduces misunderstandings and reduces the risk of protests; and •~~
- Gives the offeror an opportunity to provide feedback ~~regarding~~ about the SIR process, communications, and the source selection;
- ~~—~~

Reduces misunderstandings and reduces the risk of protests

A debriefing is not a:

~~• A page~~

- Page-by-page analysis of the offeror's proposal; ~~• A point~~

- Point-by-point comparison of the proposals of the debriefed offeror and other offerors; or
- A debate
- Debate or defense of ~~the~~ FAA's award decision or evaluation results.

The debriefing must not reveal any information prohibited from disclosure or exempt from release under the Freedom of Information Act.

c. *Notification of Debriefing.* ~~You~~ The CO should inform the offeror of the scheduled debriefing date by electronic means with ~~immediate~~ return acknowledgment receipt requested to acknowledge receipt. If the offeror requests a later debriefing date, ~~you~~ the CO should require the offeror to acknowledge in writing that it was offered an earlier date, but requested ~~the~~ a later date instead. This procedure will protect ~~the~~ FAA's interests if the offeror subsequently files a protest.

d. *Debriefing Methods and Location.* ~~You~~ The debrief CO debriefs one unsuccessful offeror at a time. The ~~Contracting Officer~~ CO selects the method and location of the debriefing. Although face-to-face debriefings are frequently used, a you debriefing may ~~also conduct a debriefing~~ be by telephone or other electronic means acceptable to the offeror and FAA. It may be burdensome for an offeror ~~to~~ attend in person and the needs of the offeror should be ~~afforded~~ give due consideration. ~~Likewise, if some of the FAA personnel are located at an installation other than where the debriefing will be conducted, they may participate by telephone or videoconference.~~ ~~You~~ The CO may provide an advance copy of the debriefing to the offeror and allow the offeror to provide written questions for ~~the Government~~ FAA to review ~~prior to~~ before the ~~face-to-face, telephone, or video teleconference~~ debriefing.

e. *Attendees.* ~~8226~~ 160; The CO selects FAA ~~Personnel~~ attendees, and chairs and controls the debriefing. The ~~Contracting Officer~~ CO should ~~chairs~~ ask an offeror to identify all individuals by name and ~~controls~~ position who will attend the debriefing, ~~and~~ Normally, selects ~~FAA~~ the CO attendees should not ~~It is~~ restrict the important number of personnel the debriefed offeror may bring unless there are space limitations. ~~for~~ It is important to ensure appropriate FAA personnel attend ~~so that~~ for it is ~~at~~ a meaningful ~~be~~ debriefing a meaningful ~~The~~ debriefing. ~~Contracting Officer~~ The CO may rely on ~~Source Evaluation Team~~ SET members to address specialized areas of the offerors' proposals. ~~Legal counsel may~~ Legal counsel should participate in preparation ~~and review~~ of the debriefing ~~materials.~~ ~~Also,~~ If the offeror's legal counsel ~~should~~ will attend the debriefing, ~~when the~~ FAA legal offeror's ~~should~~ legal also ~~counsel~~ attend. ~~will attend.~~ ~~In the event~~ If there are indicators ~~that~~ a protest is likely, inform ~~your~~ FAA's legal counsel. However, the ~~Contracting Officer~~ CO must not deny a debriefing because a protest is threatened or has already been filed. ~~Debriefed Offeror Personnel.~~ ~~The Contracting Officer should ask an offeror to identify all of the firm's individuals by name and position that will attend the debriefing.~~ ~~Normally, do not restrict the number of personnel the debriefed offeror may bring unless there are space limitations.~~

f. *Preparing for a Debriefing.* The extent of preparation ~~necessary~~ varies ~~considerably~~ with the complexity of ~~each~~ the acquisition source selection. Sometimes, ~~merely~~ preparing debriefing charts is sufficient. Other times, a written script and dry run rehearsals may be beneficial. Because debriefings are time sensitive, preparation may begin before proposal

evaluation is complete. ~~Source Evaluation Team~~**SET** members may assist in preparing debriefing materials. The ~~Contracting Officer~~**CO** should brief all FAA personnel who will attend the debriefing on their roles during the debriefing.

~~g. Handling Questions. As a general rule, you should not answer questions “on the fly.” Ideally you should get all questions in writing. Hold a caucus to formulate a response before providing an answer. At the end of the debriefing advise the offeror that the debriefing is officially concluded. At the discretion of the Contracting Officer, you may answer questions submitted by the offeror subsequent to the date on which the debriefing was conducted~~**Information Provided**. However, in such cases, you must advise the offeror that the information is not considered part of the official debriefing (thereby not impacting the protest time period). ~~h. Other Information to Ensure a Meaningful Debriefing. In a post-award debriefing, you~~**the CO** disclose**discloses**:

- The evaluation rating and significant strengths and weaknesses of the debriefed offeror’s proposal.;
- The debriefed offeror’s total evaluated price/cost and the awardee’s total evaluated price/cost.;
- A general summary of the rationale for the award decision.

~~i. Lessons Learned~~**Handling Memorandum Questions**. A lessons learned memorandum is a valuable tool to relay its procurement experiences to other FAA acquisition personnel. The memorandum should highlight issues/processes that had a significant impact on**Ideally**, the procurement. Changes that could be made to ensure a more comprehensive evaluation and/or more timely award**CO** should also be addressed. 1.10 Security and Personnel Considerations 1.10.1 Security Considerations a. Release**get** of Source Selection Information**all questions in writing**. The Procurement Integrity Act precludes individuals from knowingly disclosing source selection information and contractor bid or proposal information before award of a Federal contract to which the information relates. However, the SSO is authorized to approve release of source selection information to other authorized Government officials that have signed**As** a non-disclosure statement providing the release would not jeopardize the integrity or successful completion of the procurement (when the release is after issuance of the**general solicitation rule**, but prior to contract award). b. Security Briefing. Ensure all attend a security briefing that emphasizes that each**FAA Source personnel** Evaluation Team member: • Is responsible for security of the evaluation and proposal materials and other source selection and proprietary information related to the procurement; **should**•**160**; Should be knowledgeable of, and adhere to, governing security**not** procedures and**answer questions** regulations; •**8220**; Will not discuss, communicate, or otherwise deal on matters related to the source selection with any individual not assigned to the SSO, or Contracting Officer, as applicable (see above), and then only within appropriately secure areas; and **fly**.•**8221**; Will challenge the presence of any apparent unauthorized individual within the SET's physical location. c. Required Certificates and Reports. Each Source Evaluation Team member (including support personnel) must sign a certificate(s) that addresses nondisclosure of information, conflicts of**The** interest,**CO** and rules of conduct. d. Handling**other** of Source Selection**FAA personnel should** Materials.**caucus** Handle proposal and evaluation material**to** **informulate** a manner consistent with “For Official Use Only” or, as appropriate,**response** a higher security classification**before**

providing an answer. Establish sufficient safeguards to protect the material whether it is in **At** the possession **end** of the Source Evaluation Team members or it is being disseminated, reproduced, transmitted, or stored. Additionally, establish appropriate procedures for disposal (e.g. **debriefing**, shredding or burn bag disposal) of the material when it is no longer required. See T3.13.1.A.7 Records Retention, and FAA Order 1350.15C Records Organization, Transfer and Destruction Standards. e. Security of Physical **CO** Facilities. **should** In more complex source selections, you may need to establish procedures to ensure **advise** the security of **offeror that** the source **debriefing** selection physical facilities **is officially concluded**. These procedures may include: • Requiring identification to access the area and requiring authorized visitors (e.g., maintenance/service personnel) to sign in and out; • Ensuring access points to **At** the facilities are either manned at all times by a representative **discretion** of the Source **CO**, Evaluation Team or are kept locked (with appropriate key or password control procedures); • Approving **questions** visitors to **submitted by** the facilities; and • Conducting security inspections and spot checks. f. **offeror** Responsibilities. **after** All Source Evaluation Team members are responsible for the security of source selection information. In complex source selections, it may be beneficial to designate certain **date** members of **on which** the Source Evaluation Team to oversee and/or perform security control functions. **debriefing** These duties **was conducted** may be collateral duties or full-time duties of the team member. 1.10.2 Personnel Considerations a. Experience, Education and Skills **answered**. A key to selection of personnel is identification of the experience, education **However**, and business and technical skills required of personnel at all levels of the Source Evaluation Team. Define the required skills and experience with enough flexibility to allow substitution of training for experience. Source selection training methods include **in** formal classes **such cases**, on-the-job training, study of available source selection documents, and briefings by people with source selection experience. b. Hierarchy of Source Selection Expertise • Look within own organization for expertise. • Export key personnel to an organization with expertise in source selection to participate and learn. • Hire contractor experts **CO** to augment **must advise** the Source Evaluation **offeror** Team assuring there **that the information** is no organizational conflict of interest. • If necessary bring in expertise **not** from outside **considered part** of own organization. • **the** If expertise **official debriefing** does **(thereby)** not exist then move acquisition **impacting the protest time** elsewhere **period**.

ej. Freedom from Bias or Conflict **Lessons of Interest** **Learned Memorandum**. SSO members must not have any biases or conflicts of interest **The** that would impact the source selection process **SET should prepare a lessons learned memorandum**. Financial interests in offerors and employment discussions with offerors are examples of conflicts of **A** interests that would preclude an employee from participating in a source **lessons learned memorandum is a valuable tool to relay procurement experiences** selection. d. **to** Support **other** Personnel. **FAA** Once you identify the primary evaluation team, determine if support personnel may be desired or required. Examples of such personnel are: • Administrative assistant; secretarial **The** support, **memorandum** administrative support **should highlight** (e.g., **issues/processes** for briefing **that had** charts, **a** evaluation **significant** worksheets, **impact** etc.), • **on** Security custodians **the procurement** and special security **changes** ("eyes **that** only" **could** messages) **be** personnel, • **made** Librarian/document control **to** personnel, • **ensure** Reproduction **a** support, • **more** Visual aids **comprehensive evaluation** and/or video support personnel, • Information

technology support, • Transportation support, • Property support, and • more Budget personnel timely award.

1.1110 Oral Presentations

a. *Introduction.* - Oral presentations (sometimes referred to as oral proposals) allow provide offerors an opportunity to verbally present information ~~that~~ they would normally provide in writing. ~~You can conduct oral presentations in person or via video teleconference. However, a videotaped presentation does not constitute an oral presentation because it does not represent a real-time exchange of information.~~ Oral presentations may be beneficial in a variety of acquisitions. They procurements, and are ~~the~~ most useful when ~~the~~ requirements are clear and, complete, and are ~~are~~ stated in performance or functional terms. Oral presentations are ideal for gathering information related to about how qualified the offeror is to perform the work, how well the offeror understands the work, and how the offeror will approach the work. Oral presentations may be conducted in person or via video teleconference. However, a videotaped presentation does not constitute an oral presentation because it is not a real-time exchange of information.

b. *Scope of the Oral Presentation.* - Before ~~you can decide~~ deciding if oral presentations are appropriate ~~for a given acquisition, you~~ the SET must select the evaluation factors ~~and~~ subfactors. Then the SET should decide whether the information ~~you need~~ needed to evaluate these ~~criteria~~ factors can be better presented orally ~~or~~, in writing, or through a combination of both means. ~~You~~ Oral cannot incorporate oral statements presentations can convey information in the diverse contract by areas such reference, as so any information responses to sample you tasks, understanding want the to requirements, be experience, made part and relevancy of the past contract performance. needs to Offerors should be submitted in writing. required to At a minimum, the offeror must submit briefing certifications, materials representations, in and a signed advance of the offer presentations. sheet This (including allows any exceptions FAA attendees to the review FAA's the terms materials and conditions) prepare in writing any questions. Oral Additionally, as statements a rule of cannot be incorporated thumb, into the offeror must submit other hard contract data by ("facts") reference, such as pricing or costing data so and contractual any information commitments, to as be made part of the written proposal. Oral contract presentations can convey information needs to be submitted in such diverse areas writing. as responses At a minimum, sample the tasks, offeror understanding the requirements must submit certifications, experience representations, and relevancy of a past signed performance. offer (including Require offerors any exceptions to submit SIR their briefing terms and materials conditions) in advance writing. of the The offeror presentations. must submit any other This factual will data, allow FAA attendees an opportunity to review such as cost or pricing data or the subcontract commitments, materials and prepare any associated as part of a written questions proposal also.

c. *Request for Proposal* SIR Information. If oral presentations are appropriate, ~~you must~~ the SIR must notify offerors ~~in the SIR~~ that ~~the~~ FAA will use oral presentations to evaluate and select ~~the~~ an contractor offeror for award. The proposal preparation instructions must contain explicit instructions and guidance regarding the extent and nature of the process ~~that will~~ to be used. Discourage Instructions should discourage elaborate presentations since ~~they~~ it may

detract from the information being presented. At a minimum, include the following information in the SIR:

- The types of information the offeror must address during the oral presentations and how ~~they relate~~ it relates to the evaluation criteria, ~~→~~
- The required format and content of the presentation charts and any supporting documentation, ~~→~~
- Any restrictions on the number of charts or the number of bullets per chart and how ~~you~~ FAA will handle material that does not comply with these restrictions, ~~→~~
- The required submission date for the presentation charts and/or materials, ~~→~~
- The approximate timeframe when the oral presentations will be conducted and how ~~you~~ FAA will determine the order of the offerors' presentations, ~~→~~
- Whether any rescheduling will be permitted if an offeror requests a change after the schedule has been established, ~~→~~
- The total amount of time each offeror will have to conduct their oral presentation, ~~→~~
- Who must make the presentation and a requirement that the offeror provide a list of names and position titles of the presenters, ~~→~~
- Whether the presentation will be video or audio taped, ~~→~~
- The location of the presentation site and a description of the site and resources available to the offeror, ~~→~~
- Any rules and/or prohibitions regarding equipment and media, ~~→~~
- How ~~you~~ FAA will treat documents or information referenced in the presentation material but never presented orally, ~~→~~
- Any limitations on FAA-offeror interactions during and after the presentation, ~~→~~
- Whether the presentation will constitute discussions, ~~→~~
- Whether ~~you~~ FAA will use the information in the oral presentation solely for source selection purposes or whether such information will become part of the contract (which will require a subsequent written submission of that information), ~~and~~ ~~→~~
- Whether the offeror should include any cost (or price) data in the presentation. ~~→~~

d. *Timing and Sequencing.* - ~~Since~~ Because preparing and presenting an oral presentation involves time and expense, ~~you do not want to require~~ offerors ~~who are~~ not likely to be ~~serious~~ candidates for award ~~to~~ should not have to conduct oral presentations. -This can be an important consideration with small businesses. -When this is a concern, consider down selections to establish the ~~serious~~ likely candidates for award ~~prior to~~ before oral presentations. The and SIR should clearly articulate ~~in the SIR~~ the methodology for ~~doing so~~ down selection. - The Contracting Officer will CO often may draw lots to determine the sequence of the offerors' presentations. - The time between the first and the last presentation should be as short as possible to minimize any advantage to the offerors that present later.

e. *Time Limits.* Establish a total time limit for each offeror's presentation. -It is not advisable to limit the time for individual topics or sections within the presentation; this detail is the presenter's responsibility. - If ~~you are~~ planning a question and answer session, ~~exclude it~~ should be excluded from the allotted time and set a separate time limit for it. There is no ideal amount

of time to be allotted. Make this decision using ~~prudent~~ business judgment based upon the complexity of the ~~acquisition and your own (or others')~~ procurement, experience, and lessons learned.

f. *Facility.* Usually ~~you will want to conduct~~ the presentations ~~at a facility~~ should you can be at control a Government-controlled facility. This helps guard against surprises and ensures a more level playing field. - However, nothing precludes ~~you from~~ conducting an oral presentation at an offeror's facility. - This may be more efficient if site visits or other demonstrations are part of the source selection. If ~~you are~~ using a Government-controlled facility, ~~make it~~ may be made available for inspection and, if warranted, a practice session. - Allowing offerors to get acquainted with the facility will help ensure that it does not detract from the presentation content.

g. *Recording the Presentations.* Having an exact record of the presentation could prove useful both during the evaluation process and in the event of a protest or litigation. - ~~You can record the oral~~ The oral presentations can be presentations recorded can using a variety of media; e.g., videotapes, audio tapes, written transcripts, or a copy of the offeror's briefing slides or presentation notes. - The SSOSET is responsible for determining the method and level of detail of the record. If ~~you use~~ using videotaping, allow for the natural behavior of the presenters. - If slides or view graphs are used, the camera should view both the podium and screen at the same time. - Place the microphones so that all communications can be recorded clearly and at adequate volume. - Every effort should be made to avoid letting the recording become the focus of the presentation. The recording, which is considered source selection information, will become part of the official record. Provide a copy to the offeror and seal and securely store the master copy of the recording to ensure there are no allegations of tampering in the event of a protest or court action.

h. *FAA Attendance.* The Contracting Officer CO should chair every presentation. - ~~All of the~~ FAA personnel involved in evaluating the presentations should attend every presentation.

i. *Presenters.* The offeror's key personnel who will perform or personally direct the work being described should conduct their relevant portions of the presentations. - Key personnel include project managers, task leaders, and other in-house staff of the offeror's or their prospective key subcontractors' organizations. This will avoid the oral presentation becoming the domain of a professional presenter, which would increase costs, detract from the advantages of oral presentations, and adversely affect small businesses.

j. *Reviewing the Ground Rules.* Prior to each presentation, the Contracting Officer CO should review the ground rules with the attendees. - This includes discussing any restrictions on FAA-offeror information exchanges, information disclosure rules, documentation requirements, and housekeeping items. These ground rules should also be included in the solicitation SIR. If ~~you the~~ are using evaluation includes a ~~quiz as part of your evaluation~~, the Contracting Officer needs to CO should discuss the related ground rules. - For example, ~~can~~ whether the offeror may caucus or contact outside sources by ~~cell~~ phone before answering?. ~~Avoid~~ The too much control and regulation since ground rules should avoid too much it control because will it could inhibit the exchange of information presentation. - ~~However, if you intend to avoid discussions~~ However, the

~~Contracting Officer~~ **CO** should control all exchanges during the presentation **if discussions will not be conducted.**

k. *Evaluation of Presentations.* Evaluations should be performed immediately after each presentation.- Using ~~preprinted~~ evaluation forms will help the evaluators collect their thoughts and impressions. ~~Remember, even if you use preprinted forms, evaluators have~~ **Evaluators** to ~~provide~~ **must document** the rationale for their **evaluation** conclusions.

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